

California Program Improvement Plan
Quarterly Report
Reporting Period: July – September 2004

Modified 11/03/2004

Safety Outcome 1, Item 2A

Improvement Goal: The percentage of repeat maltreatment of children will decrease from 10.7 percent in 2000 to 8.9 percent by no later than March 31, 2005.	March 31, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards using AFCARS and NCANDS data will be reported every six months. In addition, quarterly C-CFSR reports will show quantitative progress on improvement and completion of action steps by county. By June 30, 2004, we expect to improve by 0.9 percent.	AFCARS/NCANDS Semi-Annual Measures – Dec 2003: 11.2% June 2004: Not yet available Dec 2004: June 2005:	C-CFSR Quarterly Data – March 2004: 11.3% (from 3 rd qtr 2003) June 2004: 11.1% (from 4th qtr 2003) Sept 2004: 8.9% (from 1 st qtr 2004) Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when this outcome for children improves from 10.7 percent to 8.9 percent by no later than March 31, 2005, and all action steps are completed.	Date Improvement Goal Achieved: 10/7/04 Date all Action Steps completed:	

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Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will		

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<p>use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly.</p> <p>Cross-reference to Item 2b, Action Step 5; Items 3&4 Action Step 1; Item 5 Action Step 1</p>		
<p>CDSS will convene a promising practices exchange meeting with the 10 largest counties</p>	<p>9/04</p>	<p>CDSS will arrange a meeting place and time; send out meeting notice.</p> <p><input checked="" type="checkbox"/> Completed. A meeting was arranged for September 23, 2004, and notices sent out.</p> <p>CDSS will lead "Promising Practices Exchange" meeting.</p> <p><input checked="" type="checkbox"/> Completed. A conference call was held with the ten largest counties on September 23, 2004 to initiate this action step. Participants included representatives from Los Angeles, San Diego, San Bernardino, Sacramento, Riverside, Alameda, Orange, Santa Clara, Fresno, and San Francisco Counties. County self-assessment data was reviewed, and representatives discussed approaches they followed in relation to targeted outcomes. All counties are in the process of submitting policies / descriptions concerning their best practices to address Repeat Maltreatment, as well as address other safety, permanency and well-being outcomes. These submissions will be reviewed and considered for implementation by high priority counties.</p>
<p>CDSS will develop a list by county of specific actions to be completed.</p>	<p>10/04</p>	<p>In partnership with the counties, CDSS will develop action steps for adoption by each county. Primary consideration for an action step is that it must be implemented in time to impact PIP target of 6/30/05.</p> <p>No report due this quarter.</p>

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CDSS will track county progress provide technical assistance and report quarterly on county progress.	6/05	<p>CDSS will utilize the C-CFSR Quarterly County Data Reports and System Improvement Plans as a mechanism for reporting county progress. No report due this quarter.</p> <p>CDSS will provide technical assistance to counties. No report due this quarter.</p> <p>CDSS will report on county progress in the PIP quarterly report. <input checked="" type="checkbox"/> See above tasks.</p>
Promising Practices of high performing counties will be identified.	09/03	<p>The CDSS will review safety practice literature (07/03) <input checked="" type="checkbox"/> Completed 7/03.</p> <p>Using C-CFSR (Matrix #1A&B) CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (07/03) <input checked="" type="checkbox"/> Completed: The C-CFSR process began implementation in the first quarter of 2004, and counties received their individual data. High performing and high priority counties were identified.</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03) <input checked="" type="checkbox"/> Completed.</p> <p>CDSS will develop a Promising Practices Guide which will include model procedures, systems and practices (08/03) <input checked="" type="checkbox"/> Completed.</p>

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		<p>CDSS will release guide to all counties in an ACIN as a resource to all counties. (09/03)</p> <p><input checked="" type="checkbox"/> Completed. The Promising Practices Guide was completed 09/30/03, approved, and distributed to counties via ACIN. The ACIN (number I-65-03) is available to all counties on the CFSD website.</p>
<p>Los Angeles County will implement a risk assessment process at all key decision points within the life of the case</p>	<p>11/03</p>	<p>A training plan was developed to implement on a priority basis as follows:</p> <p>All Los Angeles County Hotline staff have been trained in completing assessments and are using decision tree protocols.</p> <p><input checked="" type="checkbox"/> Completed 2/03.</p> <p>All Los Angeles County Emergency Response workers have been trained and started using risk and safety assessments for all referrals.</p> <p><input checked="" type="checkbox"/> Completed 4/03.</p> <p>All Los Angeles County Emergency Response workers were trained and started using the strengths and needs assessment.</p> <p><input checked="" type="checkbox"/> Completed 4/03.</p> <p>All Los Angeles County Family Maintenance and Family Reunification staff will be trained in risk and safety assessments to ensure the safety of children in-home as well as those returning home. In addition, they will be trained to use the strengths and needs assessment and begin using them (11/03).</p> <p><input checked="" type="checkbox"/> Completed. All FM, FR and PP workers and their supervisors in the County have been trained on the use of the safety and risk assessment, family strengths and needs assessment and reunification tools. As of March 2004, all offices are utilizing the SDM tools.</p> <p>All new staff will receive training, and refresher training will be</p>

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		available as needed beginning 04/03. (06/05) <input checked="" type="checkbox"/> Completed 04/03. New staff and refresher training is available.
CDSS will provide technical support on the implementation of risk assessment in Los Angeles county	06/05	Beginning 10/02 and as needed, CDSS and our contract staff will continue to provide focused technical assistance to assist Los Angeles County in the full implementation of risk assessment. (06/05) <input checked="" type="checkbox"/> The National Council on Crime and Delinquency's Children Research Center continued to provide technical assistance on the implementation of risk assessment to Los Angeles County during the quarter. Full implementation of the risk assessment has been completed in Los Angeles County as of March 2004, but technical assistance continues to be provided as needed. <input checked="" type="checkbox"/> Update: CRC conducted a site visit on July 20, 21 & 22 to Los Angeles County. They reviewed SDM Response Priority tool completion at the Hotline. They also reviewed Safety and Risk tool completion at the Emergency Response Command Post, the Belvedere office, the Lakewood Office, the Metro North office, the Torrance office and the Wateridge office. Specific feedback was provided to each office noting strengths and items for improvement.
CDSS will monitor the implementation of risk assessment in Los Angeles County	06/05	The CDSS will report quarterly on the status of implementation and the technical assistance provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> See above tasks. <input checked="" type="checkbox"/> SDM has been fully implemented in Los Angeles County, and all offices are utilizing the SDM assessment tools.

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		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The SDM Utilization Report was launched in March 2004. This report monitors staff use of the Safety and Risk Assessment tools department-wide. Sample Detention, Jurisdictional, Dispositional and Status Review Court Reports have been developed and utilized in training to provide staff concrete examples of SDM assessment tool integration into these reports. These tool samples are available online for staff access. <input checked="" type="checkbox"/> Update: The SDM Utilization Report was expanded to include reporting on Risk Reassessment and Reunification Reassessment tools. The reports were posted on the LAKids system during the first week of Sept. 2004, and are updated for staff use. <input checked="" type="checkbox"/> All Emergency Response workers, supervisors and Dependency Investigators (a total of 460 staff) have been trained on the use of the Family Strengths and Needs Assessment, Investigation Narrative and the sample Detention report.
Action Step # 2: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, CDSS will implement statewide. (Cross-reference to Safety Outcome 2, Item 3 & 4; Permanency Outcome 1, Item 5)		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. Discuss issues and decide if statutory/regulatory changes are necessary.	04/03	The CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> Completed.

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Analyze fiscal impact (including cost avoidance for re-entries) if the 12-month limit were extended.	05/03	The CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03). <input checked="" type="checkbox"/> Completed.
Submit proposal	05/03	Introduced language into Trailer Bill as part of the May Revise (05/03). <input checked="" type="checkbox"/> Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for possible inclusion in budget trailer language. A decision by budget committee staff was made not to include the language at that time pending further policy discussions about the proposal. <input checked="" type="checkbox"/> The legislative proposal was resubmitted to the Legislature, and was introduced in a bill, Assembly Bill 2795 (Wolk) on February 20, 2004. <input checked="" type="checkbox"/> Update: The bill has been signed by the Governor, and was chaptered on August 30, 2004. It takes effect on January 1, 2005.
If legislation passes, implement through All County Letter (ACL) and regulation processes as needed.	09/03 (assumes legislation passes on 7/1/03)	The CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> Legislation has just passed, but is not yet effective. Fiscal, claiming, regulation, training and CWS/CMS changes are beginning to be identified. The CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all FM case carrying staff and supervisors be trained on this change within 30 days of

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		<p>receipt of letter (08/03). <input checked="" type="checkbox"/> Legislation has recently been passed, but is not yet effective. An ACL will be drafted.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03). <input checked="" type="checkbox"/> See above task.</p> <p>CDSS will incorporate this change into statewide training curriculum. (09/03). (Cross reference to Systemic Factor 4 Items 32 and 33.) <input checked="" type="checkbox"/> Legislation has just passed, but is not yet effective. Training needs on this topic will be identified.</p> <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions will be provided, if feasible, to the counties as appropriate (09/03). (Note-If CWS/CMS change requires Federal IT approval, implementation will be delayed). <input checked="" type="checkbox"/> Legislation has just passed, but is not yet effective. Discussions about CWS/CMS changes have been initiated.</p>
		<p>CDSS will begin regulation change process (9/03); regulation changes take approximately nine months--ACL remains in force during the interim time period. <input checked="" type="checkbox"/> After the ACL is issued, work on regulations may begin.</p>
CDSS will monitor implementation	06/05	<p>CDSS will track quarterly, using the CWS/CMS, the increase in cases where services are extended beyond 12 months in order to ensure county implementation of this law and policy change beginning (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> Legislation has just passed, but is not yet effective.</p>

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		Therefore, no changes in data will yet be evident.
Action Step #3: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)		
The CDSS Deputy Director of Children and Family Services, along with the CDSS Deputy Director of Welfare to Work, will convene monthly meetings with program deputy directors at the Departments of Alcohol and Drug Programs, Health Services, Mental Health, Developmental Services, Justice and Education to ensure cross-departmental coordination and implementation of the PIP and Redesign efforts. This group is called the "Interagency Child Welfare Services Team" and will focus on optimizing good outcomes for children and families served in common between and among departments.	06/05	<p>Letter of invitation sent by Director Saenz to directors of named departments (May 13, 2003) <input checked="" type="checkbox"/> Completed.</p> <p>Appointments made by respective directors (05/03) <input checked="" type="checkbox"/> Completed.</p> <p>First meeting held May 21, 2003; regular monthly meetings to begin. (06/05) <input checked="" type="checkbox"/> Meetings this quarter were held July 23, August 27, and September 24, 2004. <input checked="" type="checkbox"/> At the July 23 meeting, the Interagency Child Welfare Team members confirmed that while its' purpose and goals are broader, a focus on the child welfare system (CWS) continues to make sense as a place to start. The CWS system improvement goals establish concrete, "noble" objectives that they can work together to achieve. Members described the benefits</p>

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		<p>of their participation on the Team as including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Helps in looking across agencies and within my own agency to see how different programs and services may be related and contribute to achieving better outcomes for shared populations. <input checked="" type="checkbox"/> Builds interagency relationships with agencies outside my field. <input checked="" type="checkbox"/> Establishes working relationships with agencies outside my field. <input checked="" type="checkbox"/> Creates a neutral space for identifying common issues and problem solving. <input checked="" type="checkbox"/> Demonstrates to key stakeholders, like the foundations and counties, a high level state commitment to collaboration. <input checked="" type="checkbox"/> There was consensus that developing the work plan is a good next step to achieving the Interagency Team's purpose and goals. Establishing and achieving work plan deliverables will show accomplishments that demonstrate the Interagency Team's value and effectiveness to key stakeholders. It will also help to clarify the role that each agency is expected to play. <p>Update on Fiscal Proposal:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Governor has signed AB 2496, which creates a child welfare improvement fund. This establishes the mechanism for the State to accept, process and match contributions from private entities such as foundations. <input checked="" type="checkbox"/> Confirmed funding for the Fiscal Proposal. First 5 is

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		<p>interested, and their funding commitment is pending.</p> <ul style="list-style-type: none"> ☑ Received a tentative budget from the California Institute for Mental Health (CIMH) which is somewhat more than original budget, but can be achieved with the addition of First 5 funding. ☑ CDSS is drafting contract with CIMH. ☑ Outcomes and Indicators by System (e.g. a Statewide Information System Or Case Review System). ☑ The draft Fiscal Proposal contract was reviewed. The contract will show the connection to achieving compliance with the federal Program Improvement Plan (PIP) and California Child and Family Service Review (CFSR) requirements and a clear relationship to CWS. ☑ Efforts to resolve already identified fiscal issues will not be delayed pending the implementation of the Fiscal Proposal. A goal of the Fiscal Proposal is to create a mechanism (the State Program and Fiscal Officer Team, SPFOT) where issues can be identified and addressed and policy recommendations can be made directly to the Interagency Team. The Fiscal academies are one way to create two-way communication on such issues. ☑ Interagency Team Work Plan – The Interagency Team agreed to develop a Work Plan to accomplish its goals. The Work Plan should address priority interagency issues identified by the counties in their CFSR Self-Assessments.

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		<p><input checked="" type="checkbox"/> Safe from the Start – A brief overview of the Attorney General’s Safe from the Start project was provided. This project has provided educational sessions to State and local leaders on how children are impacted by exposure to violence and is providing technical assistance to communities who seek to address issues surrounding childhood exposure to violence. Partners have included California First 5, the California Health and Human Services Agency, and CDSS. There was discussion on how to promote this program to local jurisdictions. A representative from the Attorney General’s office will be invited to make presentations at an early implementing counties meeting and also to the counties that participate in the Breakthrough Series Collaborative (BSC) learning sessions.</p> <p><input checked="" type="checkbox"/> At the August 27 Interagency meeting, the Team members highlighted significant developments in their budgets:</p> <p><input checked="" type="checkbox"/> CDSS: SB 1612 has been passed by the legislature and would restore the \$17 million in CW funds vetoed by the Governor in this year’s budget. These funds have been allocated to the counties since ’98 for core CWS. Since these funds can be matched by federal dollars, this would result in an approximate \$91 million loss, if the counties are not able to assume the \$17 million expenditure. There are good indications Governor would sign SB 1612.</p> <p><input checked="" type="checkbox"/> Department of Education: No massive cuts, but will be</p>

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		<p>assuming significant new work related to: (1) child care fraud investigations; and (2) monitoring counties' compliance with the Williams lawsuit settlement, which relates to the provision of appropriate educational materials and safe and clean facilities.</p> <p><input checked="" type="checkbox"/> Department of Mental Health: Children's System of Care (SOC) was eliminated (\$20 million). This will reduce the structural support for interagency collaboration for children with higher end mental health needs. On the other hand, Proposition 63, which is on the November ballot is polling at 2-1 "in support". If passed, this initiative would go into effect January 1st and is expected to result in an additional \$600-\$800 million annually to treat severe mental illness and provide some prevention services. Children/youth in the child welfare system are eligible for these services.</p> <p><input checked="" type="checkbox"/> Department of Alcohol and Drug Programs: Did not experience significant cuts. Will receive \$7.5 million annually for the next three years from the Access to Recovery federal grant. The grant provides for services to the teen population through a voucher system and could be used for families referred to community services through differential response.</p> <p><input checked="" type="checkbox"/> The Interagency Team noted that sharing this budget information underscores areas for working together to enhance services and mitigate service cuts. It was agreed that a more in-depth analysis could be</p>

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		<p>conducted by the State Fiscal/Program Officer Team (SPFOT) or could be considered as a key activity for the Interagency Team Work Plan.</p> <p><input checked="" type="checkbox"/> Interagency Team Work Plan: There was discussion that the counties' CFSR System Assessments reflected a serious commitment of time and effort by the counties. A summary of findings from the counties systems assessments was discussed. It was agreed that this information would help to inform the development of the Interagency Team Work Plan. It was discussed that the Interagency Team should consider work plan activities that would help to achieve shared goals.</p> <p><input checked="" type="checkbox"/> At the September 24th meeting of the Interagency Child Welfare Team, the California Performance Review (CPR) was discussed. It includes a proposal to create a "Center for Children and Families" to provide for focused leadership and policy development on children and family issues across health and human services. This model is similar to what many states are doing. The Interagency Team could be considered an example of that model.</p> <p><input checked="" type="checkbox"/> SB 1612, which restores \$17 million in core child welfare services funding, is pending action by the Governor. These augmentation funds have been allocated to the counties since '98. The counties have</p>

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		<p>been very concerned about the loss of these funds and the impact it has on their ability to implement the child welfare services system improvement. Since the Administration is very supportive of the child welfare system improvement efforts, CDSS is optimistic that the Governor will sign this bill. (Note: the bill was subsequently signed).</p> <p><input checked="" type="checkbox"/> Update on the Fiscal Proposal Contract: As approved by the Interagency Team at the August meeting, CDSS is pursuing a contract with UC Davis for the Fiscal Proposal. The scope of work (SOW) has been developed and the contract will be submitted to the CDSS contracts branch next week. The goal is to convene the State Program/Fiscal Officer Team (SPFOT) in October and the Fiscal Academies in January. County representatives will be included in the SPFOT to help with planning.</p> <p><input checked="" type="checkbox"/> Interagency Work Plan Update: The Interagency Team reviewed the work plan criteria which will be used to help determine the activities that they will work on together. The criterion regarding resources was amended to read: "Achievable within identifiable resources, e.g., Fiscal Proposal". Proposition 63 was identified as a good example of how the work plan would evolve to include emerging opportunities, since the passage of this proposition can strengthen services to children and families served by a number of agencies. If the Proposition passes, an assessment of</p>

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		<p>the interagency opportunities and actions could be added to the work plan. Several members expressed interest in identifying ways to support education in implementing AB 490 by improving services to children in the child welfare system with mental health and substance abuse needs. In reviewing the sample work plan activities, it was agreed:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Fiscal Proposal meets the criteria for inclusion on the work plan. <input checked="" type="checkbox"/> The activity related to confidentiality meets the criteria. The description of this activity and deliverables needs to be modified to show a focus on the issues identified by the counties. <input checked="" type="checkbox"/> An activity related to addressing issues associated with the nexus between AOD, Mental Health, and CWS will be developed for the work plan. ADP will lead this activity. It was suggested that this activity include the participation of the courts. <input checked="" type="checkbox"/> Activities related to education and developing a core set of common indicators should be explored. <input checked="" type="checkbox"/> CDSS will follow up with CWDA about county participation with the Interagency Team. It was proposed that the counties could provide feedback on the work plan. For this reason, it was suggested that the issue of county inclusion, specifically: (1) the purpose for county participation; and (2) who should participate, should be reviewed following the review of the next iteration of the work plan.

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		<p>First item of business will be development of a Team Charter outlining purpose, membership, first tasks and timelines. Areas of focus for the Team include: identifying and removing interagency systemic barriers to accessing services; coordination of services at the state and local levels; leveraging of funds across program areas; policy development to promote service coordination and integration. (09/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will share a copy of the charter with ACF. (09/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>The Team will be informed, on an ongoing basis, by the C-CFSR process including self-assessments and SIPs. (09/04)</p> <p><input checked="" type="checkbox"/> Beginning 9/03, the team has been briefed as to the C-CFSR process, and they will begin receiving information regularly after the county self-assessments and SIPs are submitted 6/04 and 9/04, respectively.</p> <p><input checked="" type="checkbox"/> Update: As reported above, at the August 27 Interagency Team meeting, there was discussion that the counties' CFSR System Assessments reflected a serious commitment of time and effort by the counties. A brief summary of findings from the counties' self assessments was discussed.</p> <p>The Interagency Team will prioritize and make recommendations based on the CDSS analysis (12/04)</p> <p>No report due this quarter.</p> <p>Policy changes will be implemented through appropriate regulatory, statutory instructions to county agencies beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> As reported above, the Interagency Team has been</p>

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		<p>briefed as to findings from the counties' self assessments. They will soon be briefed as to the findings from the counties' self improvement plans, which were just received a few weeks ago. From there they will begin to evaluate if any policies need to be formulated or modified.</p>
<p>The Interagency Team, as appropriate will implement changes within their areas of responsibility.</p>	<p>06/05</p>	<p>CDSS will review all counties' self-assessments and compile and analyze the data on service array, gaps and barriers beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> As reported above, at the August 27 Interagency Team meeting, there was discussion that the counties' CFSR System Assessments reflected a serious commitment of time and effort by the counties. A summary of findings from the counties' self assessments was discussed.</p> <p>CDSS and other interagency departments will provide technical assistance to high priority counties, i.e., counties that have identified significant gaps in the service array, including providing counties guidance on strategies for improving building capacity and access to services – to be included in the county SIP beginning 1/05. (06/05)</p> <p>No report due this quarter.</p> <p>CDSS will review all SIPs and compile and analyze the information contained in the SIPs. Based on this analysis make appropriate recommendations for the federal and state governments, including resource issues as well as other state and federal level issues. CDSS will share these findings with the Interagency Team. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> The county self assessments were due June 30, 2004,</p>

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		<p>and the SIPs were due by September 30, 2004. As reported above, at the August 27 meeting, there was discussion that the counties' C-CFSR self assessments reflected a serious commitment of time and effort by the counties. A summary of findings from the counties self assessments was discussed.</p> <p><input checked="" type="checkbox"/> After the review and analysis of information contained in the SIPs has been completed, the information will be shared with the Interagency Team.</p>
CDSS will monitor implementation of state/county changes in policy, procedure and regulation recommended by the interagency work group.	06/05	<p>CDSS will track and report quarterly on completion of the Interagency Teams recommendations. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
<p>Action Step #4: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</p>		
The Safety and Practice Workgroup of the CWS Stakeholders Group determined effective elements of current safety assessment tools in use throughout the country for in the development of an approach to the assessment of safety, risk, parental protective capacity, and family strengths by California's counties.	08/03	<p>Research and analysis of national safety and risk assessment processes completed. (06/02).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>Safety and Practice Workgroup formed (10/02). Consultants selected to support workgroup in development of California's safety, risk and protective capacity assessment (11/02).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>Research, analysis, and constructs of California's safety, risk and protective capacity assessment approach (06/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>

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		<p>Completion of California's approach to the safety assessment, including tools and how they apply to both in and out-of-home care. (08/03)</p> <p><input checked="" type="checkbox"/> Completed. Research and analysis was completed, and the report submitted to CDSS 9/03.</p>
<p>Los Angeles and ten other counties (see Glossary) will begin testing the California Comprehensive Safety Assessment System that embodies the approach developed by the Safety and Practice Workgroup. Safety and risk components will be implemented, as well as a strengths and needs assessment component. The strengths and needs assessment will be used to determine the level of family need in key service areas and be utilized for case planning and service provision. These assessments will be conducted throughout the life of the case. The use of safety assessment tools that embody the approach developed by the Safety and Practice Workgroup will be fully implemented in Los Angeles and the other two test site counties.</p>	<p>06/05</p>	<p>Begin testing the approach to safety assessment through the application of safety assessment tools in Los Angeles and ten other (09/03).</p> <p><input checked="" type="checkbox"/> Testing has begun. To assist counties in integrating the safety assessment approach, differential response and other practice strategies, a Request for Application (RFA) was sent to all 58 counties in April 2003. A total of \$2.6 million in CDSS incentive funds was provided to counties to assist them with planning, assessing and developing implementation strategies for comprehensive safety assessment, differential response and other practice improvements.</p> <p><input checked="" type="checkbox"/> Early implementing counties (eleven counties, including Los Angeles) began meeting in September 2003, and have received support and technical assistance in the areas of CWS Redesign Implementation Guide modules; safety, risk and protective capacity assessment tools; and standardized practice planning.</p> <p><input checked="" type="checkbox"/> Also discussed was the work being done on the California Comprehensive Safety Assessment System and the three track protocols associated with Differential Response.</p> <p>CDSS will provide technical assistance, in the form of onsite training of staff and monitoring of use of tools, to Los Angeles and ten other</p>

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		<p>counties to test the California Comprehensive Safety Assessment System beginning 09/03. (06/05)</p> <ul style="list-style-type: none"> ☑ Beginning 9/03, CDSS selected 11 counties, including Los Angeles, to be early implementers (Cohort 1) as part of Redesign. As part of this process (see #1 above), counties tested the approaches to safety assessment. ☑ Members of the 11 early implementing counties are continuing to receive training, support and technical assistance from CDSS and from consultants on the safety assessment process.
The California Comprehensive Safety Assessment System will be evaluated and recommendations will be made for any system adjustments and the need for statutory authority before expanding the number of counties using it.	06/05	<p>CDSS will evaluate the test results and make any necessary adjustments to safety assessment process/tools/training (06/05). No report due this quarter.</p>
The California Comprehensive Safety Assessment System is implemented in 11 counties.	06/05	<p>Counties will be selected to begin preparation to utilize the new approach to safety assessment. Counties will have detailed implementation plans developed through the Request for Applications (RFA) planning process which are approved in advance by the CDSS. (01/04)</p> <ul style="list-style-type: none"> ☑ Completed. The assessment approach was examined closely during the first quarter of 2004 by workgroups attended by the 11 county child welfare directors and their line staff. ☑ The workgroups and Team are working to reach consensus on the details of how the approach and tools help

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		<p>determine which response paths a referral receives, and how to best assess and serve children and families throughout the life of the case.</p> <p><input checked="" type="checkbox"/> On September 24, 2004, representatives from eleven counties designated as early implementers for the Child Welfare System Improvement and representatives of CDSS met to continue work on the Standardized Safety Approach. The work group met to define deliverables and to develop a detailed implementation plan.</p> <p>CDSS and the 11 counties will assess safety, risk and family protective capacity, and validate the elements to be included in the standardized safety system including identifying changes in practice, and statute and regulation, as well as resources needed to rollout statewide (06/05) No report due this quarter</p> <p>Counties will implement system by training county CWS staff, testing the process in each county and fully implementing in each of the 11 counties. (06/05) No report due this quarter</p>
The CDSS will facilitate and monitor development of a safety, risk and parental capacity assessment system and begin planning for including in CWS/CMS	06/05	<p>CDSS will report progress of the implementation of the safety assessment approach in each county, including staff training and development of procedures quarterly. (06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See previous tasks.</p>
Action Step #5: The CDSS will develop and implement a framework for a differential response system as part of the CWS system		

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improvements. (Cross-reference to Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)		
The differential response framework will be developed to include elements necessary to meet the needs of children and families. Elements of the design will include: 1) structures and protocols necessary for communities to build capacity, develop resources and create partnerships to create an array of quality services and; 2) assessments, tools and protocols for counties to respond to the needs of children and families from hotline screening protocols on how to assess and engage with families, identifying service needs, skills on connecting families to community resources and finally, ensuring appropriate follow up that families received services.	06/03	<p>A RFA was sent to all 58 California counties (04/03) to solicit proposals on implementing elements of the Redesign and 51 counties have responded and will receive planning grants to prepare for implementation of various elements (05/03).</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>The CWS Stakeholders Workgroup Differential Response and Case Resolution will complete the differential response framework (06/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
Los Angeles and ten other counties will implement in order to test the implementation of differential response system.	07/04	<p>Los Angeles and ten other counties will begin implementation of differential response in targeted communities 09/03. (03/05)</p> <p><input checked="" type="checkbox"/> Implementation has begun. On September 23, 2003, eleven counties were chosen as early implementing counties, and include Los Angeles County.</p> <p><input checked="" type="checkbox"/> Currently, CDSS is developing and testing a screening process that includes a differential response protocol utilizing three paths of service delivery: 1) CWS High Risk Intervention, 2) CWS Intervention, along with Community Partners, and 3) Intervention with</p>

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		<p>Community Partners only.</p> <ul style="list-style-type: none"> ☑ Several million dollars have been budgeted for 11 counties to support the following activities: 1) Protocol Development, 2) Implementation Planning, 3) Development of Community Resources, 4) Staff and Community Partner Training, 5) Confidentiality Assessment, 6) Implementation in Specific Communities, and 7) Evaluate Effectiveness. ☑ These 11 counties, which include Los Angeles, Stanislaus, San Mateo and eight other counties, are the first group scheduled to begin testing the differential response system. ☑ The initial testing of differential response includes: 1) developing plans in each county for initial implementation in select geographic areas and/or with targeted client groups, 2) assessing and developing the capacity of community partners to respond to selected families, 3) training county and community partner staff, and 4) implementing differential response in select geographic areas and/or with targeted client groups within each county. ☑ Additionally, CDSS staff and our consultants will monitor and evaluate each county's progress. This includes providing: 1) ongoing technical support to all implementing counties, 2) training, 3) resource development strategies and 4) leveraging existing resources. <p>Eleven counties will be selected to begin advanced training in</p>

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		<p>preparation for implementing differential response including training, resource development and protocols (04/04)</p> <p><input checked="" type="checkbox"/> Completed. The 11 counties have been selected and include Los Angeles, Stanislaus, San Mateo and eight other counties. These are the first group scheduled to begin testing the differential response system.</p>
Implement differential response in targeted communities in each county.	06/05	<p>CDSS and the 11 counties will implement by: (1) finalizing a screening system that utilizes the safety, risk and family protective capacity assessment system and establish criteria for each differential response path, (2) complete an assessment of necessary statute and regulatory changes needed, including confidentiality laws and regulations necessary to implement differential response, and (3) develop criteria for evaluating the effectiveness of the differential response approach. (06/05)</p> <p>No report due this quarter.</p> <p>All eleven counties have agreed to implement in specific communities by (1) developing plans in each county for initial implementation in selected geographic areas and/or with targeted client groups, (2) develop community partnership capacity to respond to referrals of selected families, (3) train staff and selected community partner staff, and (4) implement differential response in selected geographic areas and/or with targeted client groups within each county (06/05)</p> <p>No report due this quarter</p> <p>CDSS will provide ongoing technical support to all implementing counties through our consultants on training, resource development strategies and leveraging existing resources beginning 05/04. (06/05)</p> <p><input checked="" type="checkbox"/> See tasks above.</p>

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The CDSS will monitor the progress of implementation of differential response in the targeted communities in each county.	06/05	<p>CDSS will track completion of implementation plans and quarterly data from the C-CFSR on hotline calls, responses, intake and services as measured from point of county implementation to ensure progress. (09/04, 12/04, 03/05 and 06/05).</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p>CDSS will (1) facilitate county development of a screening system, (2) lead assessment of identifying necessary statutory and regulatory changes including confidentiality laws and regulations, (3) investigate other strategies for making state and federal funding available for community services, (4) form partnerships with foundations to bring additional resources to community partners, and (5) facilitate evaluation. (06/05)</p> <p>No report due this quarter</p>
Program Contacts - Action steps 2, 3 & 5: Pat Aguiar; Action steps 1 & 4: Wes Beers		

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Safety Outcome 1, Item 2B

Improvement Goal: The percentage of maltreatment of children in foster care will decrease from 0.67 percent in 2000 to 0.53 percent no later than March 31, 2005. ¹	March 31, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported every six months from AFCARS/NCANDS. C-CFSR quarterly reports will report quantitative progress on improvement by county and the completion of the action steps. By June 30, 2004, we will improve by 0.07 percentage points.	AFCARS/NCANDS Semi-Annual Measures: Dec 2003: 0.81 % June 2004: Not yet available Dec 2004: June 2005:	C-CFSR Quarterly Data: – March 2004: 0.87% (from 3 rd qtr 2003) June 2004: 0.90% (from 4th qtr 2003) Sept. 2004: 0.84% (from 1 st qtr 2004) Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the State's rate of safety for children improves from 0.67 percent, using the alternate data source for the year 2000, to 0.53 percent by March 31, 2005. All action steps will be completed.	Date Improvement Goal Achieved: Date all action steps completed:	

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: Specifically, Los Angeles County is in the process of assessing and re-engineering all placement policies and practices with a focus on reducing incidents of maltreatment in out-of-home care. CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets will consider appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action		

¹ The baseline data in the safety profile was set at 1.06 percent; however a recalculation using the same methodology resulted in a revised measure of .67 percent.

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steps and report progress quarterly. (Cross-reference to Safety Outcome 1, Item 2a)		
Action Step # 2: The CDSS will work with counties to determine where additional support services may be needed for caregivers and identify resources that can provide support services for caregivers in counties (see C-CFSR matrix).		
Counties will identify support services needed and resources to meet the needs. Plans will be developed to provide services, and implemented.	06/04	Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04) <input checked="" type="checkbox"/> Completed. Los Angeles County prepared a comprehensive self assessment as part of the new Outcomes and Accountability System. The self assessment, which identified strengths and weaknesses throughout the County's child welfare system, was submitted and has been reviewed. In addition, the County has drafted and submitted a self improvement plan (due September 30), in which it identified areas that it plans to improve upon over the next year.
CDSS will approve county System Improvement Plans (SIPs)	09/04	Based on self-assessments, counties will develop SIPs including a strategy to recruit foster parents for special needs children (09/04). <input checked="" type="checkbox"/> Counties have drafted and submitted their self improvement plans, or SIPs, (due September 30) in which they outlined what areas they will be working to improve in the next year. CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR (Matrix Census data, 4A, B, C & E), survey and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of county SIPs beginning 09/03. (09/04) <input checked="" type="checkbox"/> Completed. Training on the new Outcomes and Accountability

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		<p>System (AB 636) was offered to all counties. All counties received their county specific data during the first quarter of 2004 to help them prepare their Self Assessments. Training was conducted for counties on data management and analysis. The CDSS assisted the counties to prepare their Self Assessments, which were due June 30, 2004. Details as to the technical assistance and program support provided are provided in Item 31.</p> <p><input checked="" type="checkbox"/> Training and technical assistance was provided, as the county SIPs were due September 30, 2004. They outline the counties' program goals and timelines. (See Item 31 for more details).</p> <p>The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State. (09/04)</p> <p><input checked="" type="checkbox"/> Counties have drafted and submitted their self improvement plans, or SIPs, (due September 30) in which they outlined what areas they will be working to improve in the next year. The county SIPs are being reviewed by CDSS staff.</p>
CDSS will provide technical assistance	09/04	<p>CDSS staff will provide written and onsite technical assistance, including resource based on specific counties' assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented. (09/04)</p> <p><input checked="" type="checkbox"/> Counties have drafted and submitted their self improvement plans, or SIPs (due September 30). SIPs are being reviewed by CDSS staff.</p>

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		<p>Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
CDSS will monitor implementation of county SIPs	06/05	<p>CDSS will document completion of all action steps and track the plans using C-CFSR (Matrix 4A, B, C, &E) and survey data to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
<p>Action Step #3: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. The CDSS will ensure that Los Angeles County hotline staff receive targeted training early in the PIP in accordance with our overall Los Angeles County strategy.</p>		
CDSS will give priority to training of hotline staff.	06/05	<p>All Los Angeles hotline staff were trained in completing assessments and are using decision tree protocols (completed 02/03).</p> <p><input checked="" type="checkbox"/> Completed 02/03.</p> <p>CDSS, as indicated by safety outcome performance data from the C-CFSR (1C, 1D &2A), will coordinate priority training for hotline workers and supervisors on appropriate and timely response to allegations of maltreatment in out-of-home care beginning 9/03. (06/05).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004, and counties received their county data. Los Angeles County hotline staff received priority training (see above). <input checked="" type="checkbox"/> CDSS is working specifically with 11 counties in the area of safety, including on issues regarding this indicator.

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		<p>They are: Contra Costa, Glenn, Humboldt, Los Angeles, Placer, Sacramento, San Luis Obispo, San Mateo, Stanislaus, Tehama and Trinity.</p> <ul style="list-style-type: none"> ☑ Counties continue to work on the operational plan for the new intake structure which will utilize a new screening and assessment tools for safety, risk and protective capacity. Use of these tools will contribute to fair and equitable decision-making with a consistent, statewide system to assessment of safety, risk and protective capacity, which should also result in better outcomes in this area, as the caretakers' (foster parent, relative caretaker, etc.) protective capacity will be assessed. ☑ The California Comprehensive Safety Assessment System continued work with an all day meeting held on September 24, 2004.
<p>Action Step #4: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step # 5: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further</p>		

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<p>the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. CDSS will track each county's action steps and report progress quarterly.</p> <p>Cross-reference to Item 2A, Action Step 1; Items 3&4 Action Step 1</p> <p>Status reported in Item 2A, Action Step 1</p>		
<p>Action Step #6: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide.</p> <p>(Cross-reference to Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p>		
<p>Develop new consolidated process and draft legislation.</p>	<p>12/04</p>	<p>CDSS (including Community Care Licensing) will convene a workgroup to discuss issues surrounding the new consolidated process, including a protocol for routinely updating home studies psychosocial assessments at annual reassessment of approvals/licensing requirements, and develop a legislative proposal. (12/04)</p> <ul style="list-style-type: none"> ☑ Although no report is due yet: CDSS convened a workgroup beginning in July 2003 that included representatives from various counties and CDSS Divisions: Legal Affairs, Community Care Licensing and Children and Family Services. The workgroup, referred to as "Melding", met again on 9/3/03, 10/7/03 and 1/20/04 to identify issues, barriers and strategies involved in developing a comprehensive family evaluation process (A representative selection of agendas, minutes and materials is enclosed.). ☑ A small group or representative from the main body was charged with putting a more detailed proposal together to present to the larger group. This smaller group, referred to as the "Meldettes", presented a proposal to the full workgroup on 2/3/04. Additional issues were raised and the small

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		<p>workgroup continued to meet to address the additional issues. A revised presentation was made to the full workgroup on 4/13/04 (See enclosed PowerPoint presentation.).</p> <p><input checked="" type="checkbox"/> Both CDSS and CWDA agreed to consider whether there was sufficient merit in the proposal to warrant further development of some of the thornier aspects: costs, staffing qualifications, treatment of existing licensees and due process, etc. On 8/31/04, a letter was sent from CDSS to CWDA indicating CDSS believes the proposal merits further discussion and provided specific issues to be addressed on a priority basis (See enclosed letter). There has been no formal response from CWDA as yet.</p>
Submit legislative proposal	03/05	<p>Legislative proposal will be submitted (03/05) No report due this quarter.</p> <p>CDSS will report quarterly on the progress in developing legislative proposal. (12/04, 03/05, 06/05) No report due this quarter.</p>

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Implement new legislation statewide through All County Letter (ACL) and regulation processes, as needed	First quarter after passage of legislation. (Exceeds end date of PIP; dates not included)	<p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes. No report due this quarter.</p> <p>If legislation passes, CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and systems. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (Post PIP) No report due this quarter.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law. No report due this quarter.</p> <p>CalSWEC and the Regional Training Academies will develop training materials and presentations on the program and practice changes required by the PIP and the CWS Redesign that Regional Training Academies, county training units and the Resource Center for Family Focused Practice will be required to use to orient and train all child welfare and probation supervisors on new initiatives and specified practice changes, i.e., the new consolidated home study process. (Post PIP) No report due this quarter.</p>
		CDSS will initiate CWS/CMS change process request and include in first available system update. Interim workaround instructions, if feasible, will be provided to the counties as appropriate. (Post PIP) (Note: implementation will be delayed if federal IT approval is required to

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		CWS/CMS) No report due this quarter. CDSS will begin regulation change process (Post PIP) (regulation change takes approximately nine months-ACL remains in force during the interim time period) No report due this quarter.
CDSS will monitor the implementation of the consolidated home study process	Post PIP	CDSS will track that staff are trained and action steps are completed. (Post PIP) No report due this quarter. CDSS will track progress quarterly. (Post PIP) No report due this quarter.
<p>Action Step #7: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. CDSS will track each county's action steps and report progress quarterly. Additionally the State will work to increase the number of counties that use the Family to Family Initiative</p> <p>Cross-reference to Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1</p>		
Using C-CFSR, identify high performing counties (See Glossary) that have good practices.	12/03	CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices. One strategy that will be incorporated into the guide is the proven practice of, "team review process" to be used before any second placement of a child (this process also engages child and parent and caregiver (12/03). <input checked="" type="checkbox"/> Completed. The Promising Practices Guide was disseminated

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		<p>in ACIN I-45-04 on June 30, 2004 and can be found on the CDSS website at: http://www.dss.cahwnet.gov/getinfo/acin04/pdf/I-45_04.pdf . The promising practices that have been included are:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Family Group Decision Making <input checked="" type="checkbox"/> Family to Family <input checked="" type="checkbox"/> Permanency Planning Mediation <input checked="" type="checkbox"/> Placement Review Team <input checked="" type="checkbox"/> Wraparound Services
<p>CDSS will provide ongoing support to existing Family to Family counties to ensure practice is used in targeted communities.</p>	<p>06/05</p>	<p>CDSS created and operates a California Family to Family website. (05/02) <input checked="" type="checkbox"/> Completed.</p> <p>CDSS contracted with the Resource Center for Family-Focused Practice to provide technical assistance in the form of curricula and provide training to the four Family to Family core strategies: Recruiting, Training, and Supporting Resource Families; Building Community Partnerships; Team Decision Making; and Self-Evaluation. (10/02) <input checked="" type="checkbox"/> Completed.</p>
<p>We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented in targeted communities. Please note, it is the State's intent to eventually implement Family to Family</p>	<p>6/30/05</p>	<p>CDSS with support from Annie E. Casey and Stuart Foundations has started and continues to support the implementation of Family to Family in counties that comprise 50 percent of the CWS population, through training and data analysis. (01/03) <input checked="" type="checkbox"/> Completed.</p> <p>CDSS with support from Annie E. Casey and Stuart foundations will begin implementation in new counties that are currently waiting for resources to become available, equal to an additional 10 percent of the caseload for a</p>

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statewide		<p>total of 60 percent beginning 06/03. (06/05) <input checked="" type="checkbox"/> Completed 7/03.</p> <p>The new counties will have plans for implementing all four components of Family to Family (06/04). <input checked="" type="checkbox"/> Completed.</p> <p>The new counties will have completed training for Family to Family. (06/04) <input checked="" type="checkbox"/> Completed.</p> <p>The new counties will have all four components in test mode. (12/04) No report due this quarter.</p> <p>The new counties will have all four components implemented in targeted communities. (06/05) No report due this quarter.</p>
Los Angeles will work with Annie E. Casey Foundation to assist in the implementation and ongoing support for an infrastructure to put into practice key strategies related to the four core strategies	06/05	<p>Los Angeles County will look to hire and train two Family to Family Coordinators to manage the infrastructure. (11/04) No report due this quarter</p> <p>The infrastructure will create communication links and ongoing support of coordination and implementation of the key strategies related to the four core strategies across the Los Angeles County DCFS. (02/05) No report due this quarter</p> <p>Los Angeles County will develop, with UC Berkeley, a database for Team Decision Making (TDM) data collection. (01/05)</p>

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		<p>No report due this quarter</p> <p>Los Angeles County will be fully operational with the key strategies, as defined below. (06/05)</p> <p>No report due this quarter</p> <p>Every office will have a team decision making-process in place for placement related activities. Los Angeles County will continue to recruit/train and support the development of foster parents in the county.(3/05,6/05)</p> <p>No report due this quarter</p> <p>Los Angeles County will have the capacity to collect all the required data from each office for submission to the State. (3/05, 6/05)</p> <p>No report due this quarter</p> <p>Each office will continue to develop their community partnering relationships as evidenced by holding community stakeholders meetings and other office related community-building activities. (06/05)</p> <p>No report due this quarter</p> <p>CDSS will provide support, training, consultation and technical assistance to implementing counties to ensure the Family to Family based practice is used in all cases and is in targeted communities. Beginning 06/03. 06/05</p> <p>No report due this quarter</p> <p>CDSS will provide through our partnership with our foundations and their consultants, data collection and analysis, F2F progress will be addressed in the county SIPs. (06/05)</p>

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		<p>No report due this quarter</p> <p>CDSS will document implementation by ensuring the completion of each action step noted. Beginning 09/03. (06/05)</p> <p><input checked="" type="checkbox"/> See previous tasks.</p>
<p>CDSS will provide Region IX with a list identifying where the Phase II & III Family to Family counties will be as of 6/05.</p>	<p>06/05</p>	<p>CDSS will compile a list of activities (11/04)</p> <p>No report due this quarter</p> <p>CDSS will submit compiled list to Region IX (11/04)</p> <p>No report due this quarter</p>
<p>CDSS will identify and report quarterly the practice changes that will be implemented by the end of the PIP in each of the targeted communities for all Phase II and III Family to Family counties (see glossary)</p>	<p>06/05</p>	<p>CDSS will track the county generated data required under Family to Family, and report quarterly on progress to full implementation. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> CDSS continues to track county generated outcomes data on CWS/CMS reports.</p> <p><input checked="" type="checkbox"/> Family to Family counties will report action steps and implementation progress in the County Self Assessment and County System Improvement Plan (SIP), due June 30, 2004 and September 30, 2004, respectively.</p> <p><input checked="" type="checkbox"/> Update: Phase II counties. Santa Clara County has held 300 Team Decision Meetings (TDM) meetings for initial removals, placement preservation, placement change. Has recruited 187 new resource families through its five Community Actions Teams. Work processes have been redesigned to incorporate Family to Family principles into their practice. Alameda county has implemented TDM</p>

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		<p>meeting for initial removals in two targeted communities. Los Angeles County has implemented Family to Family in eight service areas. Team Decision Meetings (TDMs) are held for in all program areas. In 2003, 283 TDM meetings were held. In fiscal year 2003/2004, of the 532 TDM meetings held, 15% of the children remained with their families.</p> <p><input checked="" type="checkbox"/> Phase III counties. Contra Costa County has four targeted communities for Family to Family . They have held 231 training hours for over 1,200 participants, including county staff, foster parents and community members. Team Decision Meetings (TDM) are held for children in imminent and potential risk of placement, change of placement or disruptions for older youth. They have increased the number of resource families by 37. San Francisco County holds TDM meetings for change of placement. They have added 26 new resource family homes with 55 new homes pending. They have increased the number of resource family homes by 30% as a result of Family to Family. San Luis Obispo County holds TDM meetings for all program areas. A total of 216 children were involved in the TDM process. They have increased resource family homes by 15, and relative homes by 13. San Mateo holds TDM meetings in all program areas. A total of 116 children were involved in the TDM process. A total of 25% were placed in the home of a relative. They have increased resource family homes by 10. Santa Barbara County has implemented TDM meetings in two of three targeted areas, with 27% resulting in the child staying at home. Resource</p>

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		<p>families were increased by 16, and 65 presentation/in-services were held for community members. Stanislaus County holds TDM meetings for children at risk of removal, emergency response removals and children who may need a change of placement. So far, 265 TDM meetings involving 448 children have been held. They have even developed a program where incarcerated parents can participate in the TDMs. The County is moving towards geographical assignment of workers.</p> <p>CDSS will identify and report on the current status for each county as it relates to current activities associated with the Phase in of Family to Family. (12/04, 03/05, 06/05) No report due this quarter</p> <p>CDSS will monitor implementation and provide TA through monthly Family to Family coordinator meetings (09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> Update: Family to Family coordinator meetings were held July 9, August 13 and September 10, 2004. CDSS and the Annie E. Casey and Stuart Foundations held a regularly scheduled meeting August 16, 2004.</p>
Action Step #8: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 5, Item 37)		

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CDSS will request technical assistance from the NRC	12/03	<p>The CDSS will make a formal request for technical assistance through the National Resource Center on Permanency Planning and/or Special Needs Adoptions (10/03) <input checked="" type="checkbox"/> Completed.</p> <p>CDSS will consult with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to evaluate the State's program to ensure effective recruitment (12/03) <input checked="" type="checkbox"/> Completed.</p>
CDSS will provide technical assistance to counties	06/05	<p>CDSS will coordinate with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to provide technical assistance directly to counties beginning 01/04. (06/05) <input checked="" type="checkbox"/> CDSS met with CWDA Operations Subcommittee, and will be attending the next round of regional meetings to present data on placement of children and the ethnic background of the placement family, and discuss targeted recruitment as well as the ACIN issued in December 2003.</p>
CDSS will issue an ACIN and provide training to counties	01-04	<p>CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04) <input checked="" type="checkbox"/> Completed. CDSS developed and released All County Information Notice number 1-02-04, dated December 30, 2003.</p>
CDSS will monitor all Cohort 1 and the 10 largest county recruitment plans submitted as part of the county SIP.	06/05	<p>CDSS will track progress quarterly through C-CFSR SIP Recruitment Plan information and through data collected from action step # 4 of Item 44. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> Counties have submitted their self assessments, which were due June 30, 2004, and their SIPs, which were due September 30, 2004, and outlines resources, timelines</p>

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		<p>and program goals.</p> <ul style="list-style-type: none"> ☑ CDSS has completed the review of the early implementing (cohort 1) county self assessments in the area of recruitment. CDSS will now begin review of the remainder of the 10 largest county self assessments that were not already included in the early implementing counties. ☑ As described above, CDSS met with CWDA Operations Subcommittee and will be attending the next round of regional meetings to present data on the placement of children and the ethnic background of the placement family.
Action Step #9: CDSS will perform a policy and system analysis of existing regulations and procedures for identifying and reporting child abuse in out of home care. CDSS will issue new updated instructions through ACL to counties to implement and validate through mapping of CWS/CMS that maltreatment in out of home care is correctly reported.		
CDSS will utilize the existing data and CWDA Children's committees for analysis of the problem and to develop a new process to obtain data for this indicator.	10/15/04	CDSS will arrange a meeting place and time; send out meeting notice: No report due this quarter.
CDSS, in consultation with the existing data and CWDA Children's committees will analyze the regulations, policies, practices and training for reporting and investigating abuse in out of home care.	10/15/04	CDSS will identify and review existing state policies and regulations for reporting abuse in out of home care. No report due this quarter.
CDSS will map out and test the revised process used in CWS/CMS to collect this data.	12/17/04	CDSS in partnership with the counties and Health and Human Services Data Center will review and analyze existing policies and practices for recording abuse in out of home care. No report due this quarter
CDSS will provide new instructions and	03/01/05	CDSS will disseminate data entry instructions to counties (Note: to the

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training for social workers on entering data into CWS/CMS.		degree CWS/CMS changes are required a delay in reporting correct data could occur). No report due this quarter
CDSS will track county progress and provide technical assistance to counties.	6/30/05	CDSS will utilize the C-CFSR quarterly county data reports and system improvement plans as a mechanism for reporting county progress. No report due this quarter CDSS will provide technical assistance to counties. No report due this quarter CDSS will report on county progress in the PIP quarterly report No report due this quarter
Program Contacts - Action steps 1,2,3, 4, 6,7,& 8: Pat Aguiar Action Steps 5 & 9: Wes Beers		

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Safety Outcome 2, Items 3 & 4

Improvement Goal: We will decrease our rate of recurrence of abuse or neglect in cases where children are not removed from the home from our baseline of 23.0 percent in calendar year 2002 by two percentage points by March 31, 2005	March 31, 2005:	
Frequency of Measurement: Progress will be reported using C-CFSR quarterly reports that provide county-level quantitative information on the recurrence of maltreatment. In addition, we will report in our quarterly reports on completion of each action step. By June 30, 2004, we will improve by one percentage point.	AFCARS/NCANDS Semi-Annual Measures : Not applicable for this item.	C-CFSR Quarterly Data : June 2004: 23.4% (from 4 th qtr 2003) Sept 2004: 22.6% (from 1st qtr 2004) Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when there is a two percentage point reduction in the recurrence of abuse or neglect in cases where children are not removed from the home, and action steps are completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

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Safety Outcome 2, Items 3 & 4 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly. Cross-reference to Safety Outcome 1, Item 2A, Action Steps 1; Item 5 Action Step 1</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step # 2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being 1, Items 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome 1, Item 2A</p>		
<p>Program Contacts: Action Step 1 & 2: Wes Beers; Action Steps 3 & 4: Pat Aguiar</p>		

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Permanency Outcome 1, Item 5

Improvement Goal: The rate of children re-entering foster care will decrease from 10.7 percent in fiscal year 2000 to 9.4 percent by June 30, 2005	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward achieving the national data standard will be reported from AFCARS every six months. In addition, C-CFSR quarterly reports will measure quantifiable improvement. We will report quarterly completion of action steps. By June 30, 2004, we will see a 0.65 percentage point improvement	AFCARS/NCANDS Semi-Annual Measures: Dec 2003: 11.0% June 2004: 10.9% Dec 2004: June 2005:	C-CFSR Quarterly Data: March 2004: 11.1% (from 3 rd qtr 2003) June 2004: 10.8% (from 4 th qtr 2003) Sept 2004: 10.5% (from 1 st qtr 2004) Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children re-entering foster care is 9.4 percent and all action steps have been completed.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. In Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families CDSS will track each county's action steps and report progress quarterly. Cross-reference to Safety Outcome 1, Item 2A,		

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<p>Action Step #2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #3: The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4) Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step #4: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 8)</p>		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written.	04/03	CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03) <input checked="" type="checkbox"/> Completed.
Analyze fiscal impact if legislation were enacted	05/03	CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03) <input checked="" type="checkbox"/> Completed.
Submit legislative proposal	05/03	Introduced language into Trailer Bill as part of the May Revise (05/03) <input checked="" type="checkbox"/> Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal.
If legislation passes, implement through ACL and regulation processes as needed.	09/03 (assumes legislation passes on	CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> As legislation has not yet passed, fiscal, claiming, regulation, training

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	07/01/03)	<p>and CWS/CMS changes do not have to be considered at this time.</p> <p>CDSS will draft, with County input, an implementing ACL, incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter (08/03). (Note-Implementation will be delayed if CWS/CMS changes required Federal IT approval.)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted.</p> <p>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be issued.</p> <p>CDSS will coordinate with the Judicial Council to provide all Judges with notice and instructions on change in law (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, instructions cannot be issued.</p> <p>CDSS will incorporate this change into statewide training curriculum (09/03). (Cross reference to Systemic Factor 4, Items 32 and 33)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, training cannot be modified.</p>

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		<p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03). (Note- if Federal IT approval is required, implementation will be delayed).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, no changes can be made.</p> <p>CDSS will begin regulation change process (09/03) (Regulation changes take approximately nine months-ACL remains in force during the interim time period).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, no regulation changes have begun.</p>
CDSS will amend the contract with Judicial Review and Technical Assistance (JRTA) contract.	12/03	<p>CDSS will amend JRTA contract to include ongoing technical assistance for Judges on use of Trial Home Visits, TPR and Permanency Options. (12/03)</p> <p><input checked="" type="checkbox"/> Update: As legislation has not yet passed, it is not necessary to amend the JRTA contract at this time. However, the contract has been amended even though legislation is currently pending. The amendment to the JRTA contract was approved 7/29/04. The purpose of the amendment was to develop an agreement to permit JRTA to provide onsite training at the local levels on TPR and concurrent planning. JRTA has initiated the recruitment process to hire a new attorney to complete the training. Training is expected to commence no later than 1/1/05 and will extend over an 18 month period.</p> <p><input checked="" type="checkbox"/> Update: There will be no further efforts to propose legislation about the use of Trial Home Visits. Previous efforts met with significant concern in the legislature's policy committees due to prior legislation that died and the growing body of case law that discontinued the practice. Appellate cases include: <i>In re Savannah B.</i> (2000) 81 Cal.APP 4th 158; <i>In re, Andres G.</i> (1998) 64 Cal.APP 4th 476; <i>In re Damonte A.</i> (1997) 57 Cal.APP. 4th 894</p>

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CDSS will monitor implementation	06/05	<p>CDSS will track and document the completion of all action steps, training of staff and training and technical assistance to judges through the JRTA contract on a quarterly basis (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> As the legislation has not yet passed, it is not yet necessary to track the completion of action steps, training or technical assistance. However, the JRTA contract amendment has been executed (please see Permanency tem 7 for more detail).</p>
<p>Action Step #5: The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</p> <p>Status reported in Safety Outcome1, Item 2A</p>		
<p>Action Step # 6: As part of the Redesign, CDSS will create opportunities to reduce high caseloads and workloads in order to improve caseworker practice and create a beneficial service environment for children and families</p>		
CDSS in, collaboration with the counties, will conduct an updated assessment of county workloads	06/04	<p>CDSS, in collaboration with the counties, will assess the workload impact of recent and proposed changes resulting from this PIP, the Redesign, and the C-CFSR. (12/03)</p> <p><input checked="" type="checkbox"/> In terms of the impact of the Child Welfare Services Improvement Plan (Redesign), each of the 11 early implementing counties was required in their County Plan (which was due to the State on January 9, 2004) to identify a Workforce Preparation and Support Team by no later than June 30, 2004, to assess and address workforce and the impact of the Child Welfare Services</p>

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		<p>Improvement Plan on workload. The 11 counties have been meeting with the State approximately twice a month since November 2003 to discuss a variety of issues that affect their implementation of the Child Welfare Services Improvement Plan. Discussion of the workforce and associated issues, such as organizational culture change, took place on February 20, 2004.</p> <p><input checked="" type="checkbox"/> Update: All 58 counties have submitted their Self Assessments, which were due June 30, 2004. Their SIPs were due September 30, 2004, and outline resources, timelines and program goals. The SIPs are currently being reviewed for any impact counties discuss that they believe is caused by the implementation of the Child Welfare Services Improvement Plan and/or the new Outcomes and Accountability System (C-CFSR).</p> <p><input checked="" type="checkbox"/> In addition, the Interagency Team (see Safety Item 2A) had a discussion that the counties' CFSR System Assessments reflected a serious commitment of time and effort by the counties. A summary of findings from the counties systems assessments was also discussed. It was agreed that this information would help to inform the development of the Interagency Team Work Plan. It was discussed that the Interagency Team should consider work plan activities that would help to achieve shared goals. They will be briefed on the county SIPs at an upcoming meeting.</p> <p>Based on the findings, CDSS will work with the counties, the Legislature, and other stakeholders to address workload issues. (06/04)</p> <p><input checked="" type="checkbox"/> See prior tasks.</p>
CDSS will investigate and make	06/05	CDSS will meet with relevant stakeholders to discuss changes to the CWS

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recommendations on federal, state and county level fiscal reforms that assist in reducing caseloads and workloads		<p>funding allocation. Various options will be explored including an allocation formula that includes county plans developed in conjunction with local partnerships. (06/05)</p> <p>State Interagency Child Welfare Team Program/Fiscal Academies</p> <ul style="list-style-type: none"> ☑ A new State Program/Fiscal Operation Team will support improved funding, coordination and maximizing of program and fiscal resources across programs and between State, Federal, and county agencies. All agencies will have the capacity to utilize the governing fiscal structures and budgeted resources. ☑ Over the next 18 months, the State Interagency Team (also see Safety Item 2A) will sponsor a series of regional “Program and Fiscal Academies” on how to utilize existing funding resources to achieve desired program outcomes. Designed for county department program/fiscal officers, county auditor controllers and county administrative officers, the Academy will focus on proven fiscal strategies within each program and between multiple funding sources. Fiscal issues will include a listing of all applicable programs, Federal and State sharing ratios and eligibility requirements, cross system strategies, budgeting and reinvestment strategies, claiming instructions, leveraging of funding sources and linking to non-public funding sources. These Academies will also provide an opportunity for county staff to raise issues for resolution at the State level. ☑ Work is continuing on the Interagency Team’s Fiscal proposal, which includes the Fiscal Academies. For detailed information, please see Safety Item 2A.

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		<p>CDSS, in conjunction with relevant stakeholders, will explore options to increase funding flexibility. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See previous tasks. <input checked="" type="checkbox"/> In addition, CDSS submitted a Title IV-E Child Welfare Waiver Demonstration Project proposal to the United States Department of Health and Human Services (US DHHS) on May 25, 2004. <input checked="" type="checkbox"/> If approved, the waiver will allow Title IV-E (foster care) funds, which are restricted to pay for board and care costs, to be used for services and supports, that are currently unallowable, in order to avoid the over reliance on out-of-home care and reunify families more expeditiously. CDSS worked with Los Angeles County, based on their proposal and a request to participate in such a waiver, to refine a model of practice that was included in the waiver request. The proposal will allow Los Angeles County and up to 20 additional counties to participate in a five year demonstration project. The proposal is under review. <p>CDSS will apply some of the flexible funding strategies. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See previous tasks.
Program Contacts: Action Steps #1: Wes Beers; Action Steps #2, 3, 4, 5, 6: Pat Aguiar		

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Permanency Outcome 1, Item 6

Improvement Goal: The percentage of children who have two or fewer foster care placements in the first year of their latest removal will increase by 3.8 percentage points based on calendar year 2000 AFCARS data to 81.6 percent by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported from AFCARS every six months. Quarterly reports will report on quantitative progress and on the completion of action steps. By June 30, 2004, we will improve by 1.9 percentage points.	AFCARS/NCANDS Semi-Annual Measures: Dec 2003: 80.3% June 2004: 79.6% Dec 2004: June 2005:	C-CFSR Quarterly Data: March 2004: 84.9% (from 3 rd qtr 2003) June 2004: 84.9% (from 4 th qtr 2003) Sept 2004: 85.7% (from 1st qtr 2004) Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the rate of children having two or fewer placement settings is at 81.6 percent for stability in foster care by June 30, 2005, and all action steps have been completed.	Date Improvement Goal Achieved: December 31, 2003 Date all Action Steps completed:	

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices		

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<p>from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally the State will work to increase the number of counties that use the Family to Family Initiative. CDSS will track each county's action steps and report progress quarterly.</p> <p>Cross-reference to Safety Outcome 1, Item 2B, Action Step 7; Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #2: Concurrent planning is required by State law. The CDSS will issue an All County Information Notice (ACIN) to identify key promising practices in concurrent planning implementation, such as the importance of integrating adoption practices earlier in the case plan and appropriate training of foster parents to support reunification and permanency for children. This will improve the effectiveness of this statutory requirement.</p>		
CDSS will integrate concurrent planning into the C-CFSR.	03/04	<p>CDSS will include concurrent planning in the county self-assessments as part of the C-CFSR so that counties assess the degree of implementation of concurrent planning into their county system and identify any implementation issues. (03/04)</p> <p><input checked="" type="checkbox"/> Completed.</p>
Issue ACIN to identify key promising practices in concurrent planning implementation.	09/04	<p>CDSS will identify and document practices in counties that have successfully implemented concurrent planning. (03/04)</p> <p><input checked="" type="checkbox"/> The Child Welfare Research Center study identified several promising practices. These have been described and posted on the Center's website. CDSS developed an ACIN to provide this information to counties. The URL is: http://cssr.berkeley.edu/childwelfare/researchdetails.asp?name=promising</p>
Through the County Self Assessments and SIPS, CDSS will identify any statewide systemic barriers to implementation of concurrent planning by counties.	12/04	<p>CDSS will release an ACIN which will include model procedures, systems and practices and an updated county training curriculum that builds on initial statewide training delivered when law was first</p>

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		<p>implemented. (06/04)</p> <ul style="list-style-type: none"> ☑ Completed. CDSS issued ACIN No. 1-23-04, dated May 13, 2004, providing information to counties about promising practices to facilitate implementation of concurrent planning. The promising practices resulted from research and data analysis from the study of Child Welfare Permanency Reforms conducted by CSSR at UC Berkeley. The ACIN may be obtained via the Internet at: www.dss.cahwnet.gov/lettersnotices/2004AllCou_1698.htm. ☑ To build on the initial statewide training given to counties, the CalSWEC Standardized Core Project (SCP) curriculum has been updated to integrate the concurrent planning into the case planning process. In addition to the SCP training, the five regional training academies provide additional training to address regional concurrent planning issues and some advanced concurrent planning. This additional training includes some of the following topics: <ul style="list-style-type: none"> ▪ Management/Supervisory Training on Concurrent Planning ▪ Concurrent case planning documentation in CWS/CMS ▪ Use of a Reunification Prognosis Assessment tool ▪ Achieving Permanence <p>Each county, based on any issues identified in their self-assessment, will include as part of the County SIP, a written action plan for improving the success of concurrent planning. Each plan will include the identification of action steps, resources and establishing priority for a county for training by the Regional Training Academies if staff skills are at issue. (12/04)</p>

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		No report due this quarter
CDSS will provide technical assistance and training	06/05	<p>Based on the needs identified in the county self-assessments, CDSS staff will provide technical assistance as identified in individual county SIPs to improve their use of concurrent planning and to assist them in implementing their SIP action plans, beginning 09/04 (06/05)</p> <p><input checked="" type="checkbox"/> All 58 counties have submitted their Self Assessments, which were due June 30, 2004. Their SIPs were due September 30, 2004, and outline resources, timelines and program goals. The SIPs are currently being reviewed for the counties' discussion of their goals for concurrent planning and permanency. Technical assistance will be provided as needed to counties who desire assistance in implementing their plans.</p>
CDSS will monitor and document the implementation through the county self-assessments and SIPs	06/05	<p>CDSS will identify which of the 10 largest counties are including concurrent planning in their SIPs. (12/04)</p> <p>No report due this quarter</p> <p>CDSS will track county progress, and through completion of county SIP concurrent planning action plan steps beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> See prior tasks. After county SIPs are received (due September 30, 2004) and have been reviewed and analyzed, CDSS will report on barriers identified and goals set by the counties as contained in the SIPs.</p> <p>Quarterly reports will document that technical assistance has been</p>

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		provided (06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> See prior tasks.
Los Angeles County will fully implement concurrent planning	06/05	<u>Los Angeles Strategies:</u> Los Angeles County is currently contracting directly for technical assistance from the consultants with the Permanency Planning Institute of the National Resource Center (01/03) <input checked="" type="checkbox"/> Completed. The County is working with CDSS and the NRC for Permanency Planning. A consultant from the NRC, Rose Wentz, participated in a mandatory DCFS department managers' meeting on December 12, 2003, to develop goals, objectives and an action plan for improving concurrent planning in Los Angeles County. <input checked="" type="checkbox"/> Also, as part of fully implementing concurrent planning, DCFS' Chief Deputy and the Deputy Director for Adoptions met with Sarah Webster and John Levesque of the National Resource Center (NRC) on Special Needs Adoption on 9/24/03. The NRC consultants also met with a number of DCFS staff to gather foundational and baseline information. Their assistance will include an analysis of the current and proposed status on implementing concurrent planning.
CDSS monitor Los Angeles concurrent planning action plan	06/05	Los Angeles will fully incorporate concurrent planning into their operating procedures and county training of staff. (12/03). <input checked="" type="checkbox"/> Completed. The department-wide implementation of the "Torrance Model", a collaborative, cooperative teaming of staff and resources pre-TPR, is intended to reduce timelines,

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		<p>reduce legal issues, improve relationships between staff and lay the foundation for successful Concurrent Planning.</p> <ul style="list-style-type: none"> ☑ The Torrance project has been implemented in all regional offices. The initial evaluation of the project is projected to be completed by the end of July 2004. ☑ By November 2003, Los Angeles DCFS completed a concurrent planning/adoption assessment, identifying areas of policy and practice that required revision and training. The action plan to fully incorporate concurrent planning into operating procedures has been developed, and June 2004 was the target for completion of all components of the action plan. ☑ The concurrent planning training curriculum has been developed by the DCFS training Section in partnership with the Inter University Consortium, and was piloted starting the end of April. The training is skill-based, and a managers and supervisors' training has also been developed. The concurrent planning training is projected be completed by December 2004. ☑ The Torrance Model was in place as of January 2004, and adoption units are co-located in all but 5 offices. Where staff is not co-located, adoption staff is aligned with those offices. Co-location of all adoption staff will occur when space has been allocated in remaining 5 offices. Concurrent planning policy has been revised and issued to all staff. To ensure timely legal permanency, requirements for manager approval at higher levels of authorization for alternative permanent plans are now in place. ☑ As part of a four phase approach to concurrent planning training (see Permanency Outcome 1, Item 7), procedural training on the Concurrent, Permanency Planning Adoption

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		<p>Assessment process/protocol and form/tool was developed/finalized in April. Countywide training was completed on this process for each SPA (Approximately two thirds of all line staff had completed training by mid June 2004). Follow up training sessions are currently scheduled, and the goal is to have 100% of line staff trained. Training will be ongoing over the next six months and will reflect any procedural changes and/or updates to the process.</p> <p><input checked="" type="checkbox"/> The "Torrance Model", implemented to reduce timelines and successfully fully implement concurrent planning, was evaluated in summer 2004. It did not show the significant progress desired toward meeting the County's outcome goals. As a result of lessons learned from the evaluation of the Torrance Model, the current organizational structure and workflow design in Los Angeles County is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement process, plans began to design and implement a Concurrent Planning Redesign in the County.</p> <p>Los Angeles County will further enhance concurrent planning practice through design and implementation of a systems change, referred to as Los Angeles County's "Concurrent Planning Redesign." (06/05)</p> <p>No report due this quarter</p> <p>CDSS will consult with the NRC working with LA to determine any barriers that the State can resolve to support LA efforts. If determined feasible, CDSS will request assistance from the IT NRC to pilot the proposed concurrent planning website in LA to provide</p>

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		additional support to the county effort beginning 06/04. (06/05) <input checked="" type="checkbox"/> See previous tasks. A request is being made to the NRC for information Technology for assistance in this area.
Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b, Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #4: As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for older and special needs children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)		
Counties will analyze their placement resource needs	06/04	Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04) <input checked="" type="checkbox"/> County Self Assessments were due to CDSS on June 30, 2004. They include an analysis of county strengths and areas that need improvement.
Each county will develop a plan to address those needs	09/04	Based on self assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04). <input checked="" type="checkbox"/> All 58 counties have submitted their Self Assessments, which were due June 30, 2004. Their SIPs were due September 30, 2004, and outline resources, timelines and program goals. The SIPs are currently being reviewed for the counties' discussion of their goals for concurrent planning, permanency and recruitment. CDSS will provide onsite technical assistance during both the self

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		<p>CFSR and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of County SIPs beginning 09/03. (09/04)</p> <ul style="list-style-type: none"> ☑ Completed. The C-CFSR process has begun implementation, beginning in the first quarter of 2004 with all counties receiving their data. The counties have received training on data and on the Self Assessment process, as well as technical assistance in preparing them. The Self Assessments were due June 30, 2004. (See Item 31 for additional details on technical assistance and program support provided to counties.) ☑ The SIPs were due September 30, 2004, and outline the county program goals and timelines. CDSS provided training and technical assistance to assist in the development of county SIPs. <p>CDSS will review and approve county SIPS, which will be received on a flow basis with all county SIPs due and approved by the State no later than 12/04. No report due this quarter.</p> <p>CDSS will identify statewide systemic barriers to unmet placement needs from the SIPs and work with counties to resolve beginning 09/04. (06/05)</p> <ul style="list-style-type: none"> ☑ The counties' SIPs were due September 30, 2004, and outline resources, timelines and program goals. The SIPs are currently being reviewed to identify any

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		statewide barriers to unmet placement needs.
CDSS will provide technical assistance	06/05	<p>CDSS staff will provide written and onsite technical assistance, including resource based on specific county's assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented beginning 09/04. (06/05)</p> <p><input checked="" type="checkbox"/> The counties' SIPs were due September 30, 2004, and outline resources, timelines and program goals. The SIPs are currently being reviewed to identify any unmet placement needs, and technical assistance can be provided as needed.</p>
CDSS will monitor the progress of counties implementation	06/05	<p>CDSS will track the implementation of each county's SIP recruitment plan developed as part of the C-CFSR process by documenting the completion of all action steps and tracking the data in Step #4 Item 44 to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> The C-CFSR process began implementation in the first quarter of 2004 with counties receiving their data. CDSS staff continues to track C-CFSR data statewide as well as by county. The counties have completed their self assessments, which were due by June 30, 2004. The SIPs were due September 30, 2004, and outline their program goals, including timelines and placement resources. CDSS staff is now reviewing the county SIPs.</p> <p>CDSS will provide ongoing technical assistance (based on county</p>

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		needs) until all action steps are completed. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> See above tasks.
Program Contacts - Action steps 1-4: Pat Aguiar		

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Permanency Outcome 1, Item 7

Improvement Goal: We will increase our rate of timely establishment of appropriate permanency goals from our baseline of 79.7 percent in calendar 2002 by three percentage points to 82.7 percent by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Progress will be measured and reported using the quarterly C-CFSR reports. By June 30, 2004, we will improve by 1.5 percentage points. In addition, we will report annually the proportion of children in care for 17+months by permanency goal including adoption, guardianships, long term foster care, and reunification.	AFCARS/NCANDS Semi-Annual Measures: Not applicable for this item Dec 2003: not applicable June 2004: Dec 2004: June 2005:	C-CFSR Quarterly Data: March 2004: 79.4% (from 3 rd qtr 2003) June 2004: 77.8% (from 4 th qtr 2003) Sept. 2004: 81.1% (from 1st qtr 2004) Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the percentage of children in which a timely establishment of permanency has improved by three percentage points from the baseline calendar year 2002 data.	Date Improvement Goal Achieved: Date all Action Steps completed:	

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of		

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performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Items 8.9, & 10; Systemic Factor 2 Item 28)		
CDSS will convene a promising practices exchange meeting with the 10 largest counties.	9/23/04	<p>CDSS will arrange a meeting place and time; send out meeting notice.</p> <p><input checked="" type="checkbox"/> Completed. A meeting was arranged for September 23, 2004, and notices sent out.</p> <p>CDSS will lead "Promising Practices Exchange" meeting.</p> <p><input checked="" type="checkbox"/> Completed. A conference call was held with the ten largest counties on September 23, 2004 to initiate this action step. Participants included representatives from Los Angeles, San Diego, San Bernardino, Sacramento, Riverside, Alameda, Orange, Santa Clara, Fresno, and San Francisco Counties. County self-assessment data was reviewed, and representatives discussed approaches they followed in relation to targeted outcomes. All counties are in the process of submitting policies / descriptions concerning their best practices to address safety, permanency and well-being outcomes. These submissions will be reviewed and considered for implementation by high priority counties.</p>
CDSS will develop a list by county of specific actions to be completed.	06/30/05	In partnership with the counties will develop action steps for adoption by each county. Primary consideration for an action step is that it must be implemented in time to impact PIP target of 6/30/05.

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CDSS will track county progress, provide technical assistance and report quarterly on county progress.	06/30/05	<p>No report due this quarter.</p> <p>CDSS will track action steps on a county by county basis (06/05) No report due this quarter.</p> <p>CDSS will utilize the C-CFSR Quarterly County Data Reports and System Improvement Plans as a mechanism for reporting county progress. No report due this quarter.</p> <p>CDSS will provide technical assistance to counties. No report due this quarter</p> <p>CDSS will report on county progress in the PIP quarterly report. No report due this quarter</p>
CDSS, as part of a comprehensive, separate strategy, will provide technical assistance to Los Angeles	04/04	<p>Using both online (CWS/CMS) and onsite reviews, CDSS will analyze Los Angeles County's current procedures, policies, systems and practices regarding concurrent planning (09/03).</p> <p><input checked="" type="checkbox"/> The "Torrance Model", implemented in Los Angeles County to reduce timelines and successfully fully implement concurrent planning, was evaluated. It did not show the significant progress desired toward meeting the County's outcome goals. As a result of lessons learned from the evaluation of the Torrance Model, the current organizational structure and workflow design in Los Angeles County is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement process, plans began to design and implement a Concurrent Planning Redesign in the County.</p>

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		<p>Los Angeles County will work with Hunter College consultants on permanency planning to draft an action plan. (08/03)</p> <ul style="list-style-type: none"> ☑ Completed. Hunter College/NRC for Concurrent Planning has provided Los Angeles County DCFS with technical assistance in the areas of policy and training development. ☑ Los Angeles County DCFS has revised its Concurrent Planning policy, and feedback from Rose Wentz indicates current LA County DCFS policy is written to meet federally mandated timelines for permanency. ☑ In addition, Rose Wentz worked with the InterUniversity Training Consortium and DCFS in the development of concurrent planning training. In December 2003, management training took place. Work is ongoing for the next phase of training to include a management/supervisor session on concurrent planning, followed by a day of social worker training. These sessions rolled out in May 2004. Future training sessions are also being planned to address skill-building techniques associated with concurrent planning and strength-based practices. <p>In partnership with Los Angeles County, CDSS will develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes for improving concurrent planning.(09/03)</p> <ul style="list-style-type: none"> ☑ CDSS is working with Los Angeles County to review all relevant sources to complete their plan of action. An action plan was drafted as part of their work with the

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		<p>National Resource Center for Foster Care and Permanency Planning. The evaluation of the "Torrance Model" being implemented in Los Angeles County has been completed.</p> <p><input checked="" type="checkbox"/> Update: Los Angeles County has completed their self assessment, which has been reviewed. The County's SIP was submitted by the due date of September 30, 2004, and outlines their program goals, including concurrent planning. CDSS provided training (through contractors) and technical assistance as needed to assist in the development of the county SIPs.</p> <p>Los Angeles County will develop and implement training for FR staff. (10/03).</p> <p><input checked="" type="checkbox"/> Completed. The training has been developed. Los Angeles County DCFS has implemented a four phase training plan to complete this task. It began with the Management Overview held in December 2003.</p> <p><input checked="" type="checkbox"/> Training for Los Angeles County staff will train staff working in many areas, not just Family Reunification. In addition, training will also be provided to managers and supervisors as well as line staff.</p> <p><input checked="" type="checkbox"/> Phase I focused on permanency planning/adoption assessment training for all social work staff. This phase has been completed, with 63 classes held and 1,012 staff trained.</p> <p><input checked="" type="checkbox"/> Phase II focuses on skill building for all social work staff.</p>

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		<p>This is phase virtually completed, with 1,841 staff trained to date. Some makeup sessions are scheduled for between now and the end of the year.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Phase III focuses on training for managers and supervisors, and began rollout this spring. The training will continue through the end of the year. <input checked="" type="checkbox"/> Phase IV focuses on all county rollout of concurrent planning skill building for all social works and supervisors. This training has also begun and is continuing, and includes follow-up training related to practice issues. (The timing of training in Phases III and IV is dependent on the completion of Phases I and II). <p>CDSS staff will provide written and onsite technical assistance, based on specific Los Angeles County's assessed needs and gaps, during the implementation of the county's action plan. Quarterly reports will document that the technical assistance has been provided (04/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Los Angeles County has completed their county self assessment, which was due June 30, 2004. County staff received training on the Self Assessment process. The County's SIP was due September 30, 2004, and outlines their program goals, including concurrent planning. CDSS also provided training and technical assistance as needed to assist in the development of the County's SIP.
Los Angeles will implement concurrent planning	04/04	Los Angeles County will implement concurrent planning for all cases beginning 09/03. (03/04)

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		<ul style="list-style-type: none"> ☑ Completed. Initial implementation began in the area of Adoption with the department-wide implementation of the "Torrance Model", a collaborative, cooperative teaming of staff and resources pre-TPR, intended to reduce timelines, reduce legal issues, and improve relationships between staff. Los Angeles County is continuing to work on an action plan of the implementation of specific procedures, policies, systems and practices. ☑ The Torrance Model was implemented in all regional offices in January 2004. Concurrent planning policy was revised to establish practice standards in line with federally mandated timelines to achieve legal permanence through adoption. A concurrent planning assessment tool was designed and implemented. Concurrent planning training to the assessment tool was completed in May 2004. Additional concurrent planning training, for all line managers/supervisors and social workers started in May 2004 and is continuing. (See previous tasks for detailed information on training). ☑ Update: The County is now in an evaluation and monitoring phase. An evaluation of the Torrance Model did not show the significant progress desired toward meeting the County's outcome goals. As a result of lessons learned from the evaluation of the Torrance Model, the current organizational structure and workflow design is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement

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		<p>process, plans began to design and implement a Concurrent Planning Redesign.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> A comprehensive Concurrent Planning Redesign proposal was created to support concurrent planning and further shorten the time it takes to reach legal permanency for children in out of home care. The workload impact has been a topic of labor/management discussion. The County is moving forward in this forum to identify best processes to identify and manage any workload impact. <input checked="" type="checkbox"/> A joint labor/management decision was made to proceed with a Concurrent Planning Redesign Pilot in 5 offices: North Hollywood, Covina, Belvedere, Lakewood and Compton. The pilot start date and length are being determined through labor/management discussions currently underway. <p>Los Angeles County will monitor the implementation of concurrent planning through its quality assurance unit (4/04.)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks. <input checked="" type="checkbox"/> Plans by the County's Information Technology Services (ITS) Division to automate concurrent and permanency planning tracking are under development. Pending the development and implementation of a county-wide automated tracking system, line supervisors and managers are monitoring the implementation of concurrent planning on a case by case basis. In February 2004, a directive was enacted that required higher level management approval

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		for alternative permanent plans. Supervisors must approve all concurrent planning assessments.
CDSS will monitor and document the implementation of concurrent planning in Los Angeles County	06/05	<p>Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to Los Angeles County until performance goals are met beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> See previous tasks.</p> <p>CDSS will track county improvement (Matrix 3C) data from the C-CFSR Quarterly reports will document that the technical assistance has been provided (09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> The C-CFSR data indicator for this item is tracked on a county by county basis as well as on a statewide basis. Los Angeles County has also completed their Self Assessment, which has been reviewed by CDSS. The County's SIP was submitted by the due date of September 30, 2004, and outlines their program goals, including in the area of concurrent planning. CDSS provided training and technical assistance as needed to assist in the development of the County's SIP.</p>
Action Step #2: The CDSS will develop and implement improvement strategies through a contract with JRTA to provide monitoring and technical assistance to all judges on current law regarding termination of parental rights (TPR), concurrent planning, and the requirement that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Information will be disseminated through ACLs or ACINs and/or training academies as necessary to implement identified strategies. (Cross-reference to Permanency Outcome 1, Item 10; Systemic Factor 2, Item 28)		

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CDSS will review statutory issues and develop strategy	05/04	<p>CDSS complete policy analysis as part of documentation of changes necessary for PIP (03/04)</p> <p><input checked="" type="checkbox"/> Completed. Further policy analysis concluded that existing statute sufficiently requires the court to consider, at each six month hearing, all permanency planning options for children who must remain in care. Welfare and Institutions Code Section 366.3 (g) in pertinent part states "...the court shall consider all permanency planning options for the child including whether the child should be returned to the home of the parent, placed for adoption, or appointed a legal guardian, or, if compelling reasons exist for finding that none of the foregoing options are in the best interest of the child, whether the child should be placed in another planned permanent living arrangement. The court shall order that a hearing be held pursuant to Section 366.26 [to TPR or order guardianship] unless it determines by clear and convincing evidence, that there is a compelling reason for determining that a hearing held pursuant to Section 366.26 is not in the best interest of the child because the child is not a proper subject for adoption, or no one is willing to accept legal guardianship."</p>
CDSS will seek technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues.	12/03	<p>CDSS will request technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues (12/03)</p> <p><input checked="" type="checkbox"/> Completed.</p>
Judicial Council will initiate monitoring and technical assistance to all judges on current	01/05	<p>CDSS will review JRTA contract to determine what additions, if any, are required. (07/04)</p>

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law regarding TPR and concurrent planning and reconsideration of permanency options.		<p><input checked="" type="checkbox"/> Completed.</p> <p>CDSS will amend existing contract with the Judicial Council to include providing monitoring and technical monitoring and technical assistance to all judges on TPR and concurrent planning. (07/04)</p> <p><input checked="" type="checkbox"/> The amendment to the JRTA contract was approved 7/29/04. The purpose of the amendment was to develop an agreement to permit JRTA to provide onsite training at the local levels on TPR and concurrent planning. JRTA has initiated the recruitment process to hire a new attorney to complete the training. Training is expected to commence no later than 1/1/05 and will extend over an 18 month period.</p> <p>CDSS will report quarterly (03/05 & 06/05) No report due this quarter.</p>
CDSS, in conjunction with CWDA, CPOC and the Judicial Council, will develop strategies (including training) to improve timely TPR and documentation of a compelling reason for not terminating parental rights for children who have been in foster care for 15 of the most recent 22 months.	03/04 (subject to approval by the Judicial Council)	<p>Workgroup convenes (01/04)</p> <p><input checked="" type="checkbox"/> Completed. In an effort to ensure that probation officers receive training relevant to child welfare requirements, an advisory group consisting of representatives from CDSS, CPOC, Judicial Council and the Resource Center for Family Focused Practice was convened on February 25, 2004. The Resource Center for Family Focused Practice is developing materials that will be used as part of the curriculum for concurrent planning, visitation requirements and the Termination of Parental Rights processes.</p> <p><input checked="" type="checkbox"/> Meetings of the advisory group have continued. In June,</p>

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		<p>a meeting was held with a consultant from the Board of Corrections, Standards and Training for Corrections, to ensure that all training for probation officers is state corrections training (SCT) certified.</p> <p>Workgroup develops strategies; CDSS, with county input, conducts CWS/CMS system analysis. (03/04)</p> <p><input checked="" type="checkbox"/> Discussions have continued on training content, and strategies are being developed. See above tasks.</p>
The new strategies will begin to be implemented statewide.	01/05	<p>CDSS will issue an ACL or ACIN as necessary, which will provide any initial instructions for implementing the strategies, including any training instructions and procedures on any approved CWS/CMS changes. We will track compelling reasons information when this capacity is available in CWS/CMS. (01/05)</p> <p>No report due this quarter</p> <p>CDSS will incorporate any necessary changes into statewide training curriculum. (01/05) (Cross reference to Systemic Factor 4, Items 32 and 33)</p> <p>No report due this quarter</p>
CDSS will monitor implementation of strategies.	06/05	<p>CDSS will track quarterly the data indicators for children receiving timely TPR (Item 28) and the establishment of permanency goals (Item 7) in order to ensure county implementation of these strategies. (06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> The data indicator for this item is being tracked quarterly for the entire state as well as by county. California has now met our improvement goal in Item</p>

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		28.
Action Step #3: The CDSS will study and report on the feasibility of including a core element in the PQCR or other options to measure the timely establishment of appropriate permanency goals		
CDSS will study the feasibility of various measurement options	09/04	<p>CDSS will discuss with the counties various methods to measure the timely establishment of appropriate permanency goals, including adding a core element to the PQCR. (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Measurement methods have been discussed with the counties, and an element added to the PQCR. <p>CDSS will examine the feasibility of including additional variables in CWS/CMS or additional question in our PIP surveys to address timely and appropriate permanency goals. (06/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The issue of whether to add a question to the PIP surveys has been analyzed. It was determined it would not be useful to add a question to the surveys as parents are unlikely to know whether or not the agency had established the permanency goal for the child in a timely manner. <input checked="" type="checkbox"/> CDSS has been exploring further capabilities such as the addition of a reminder in CWS/CMS that would support the permanency/concurrent planning training that is being done. <p>CDSS will provide a written summary of our analysis and include the results of our study in a quarterly report. (09/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. It was concluded that the system already has adequate functionality to track time frames.

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		Included in the current changes to CWS/CMS now pending federal approval is one in the area of permanency. This is a change to assist workers in better documentation of reasons for not terminating parental rights.
Program Contacts - Action steps 1, 2 & 3: Pat Aguiar; Action step 4: Tom Graham		

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Permanency Outcome 1, Item 8

Improvement Goal: : California's goal will be to improve performance (the percent of children who were reunified in less than 12 months from the latest removal) from 53.2 percent in fiscal year 2000 to 57.2 percent by June 30, 2005, which is a four-percentage point improvement.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will report on quantifiable improvement. Our quarterly reports also will identify the completion of action steps. By June 30, 2004, we will improve by two percentage points.	AFCARS/NCANDS Semi-Annual Measures: Dec 2003: 61.0% (FY 2002 AFCARS data)	C-CFSR Quarterly Data: March 2004: 63.4% June 2004: 63.2% Sept 2004: 62.6% Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when California's performance in this area has improved by four percentage points and by the completion of all action steps	Date Improvement Goal Achieved: 12/10/03. Date all Action Steps completed:	

Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Items 8.9, & 10; Systemic Factor 2 Item 28)		

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Action Step #2: The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 5) Status reported in Permanency Outcome 1, Item 5		
Action Step #3: The CDSS, as part of its on-going effort to improve county data collection for the CWS/CMS will instruct counties to address the need to ensure that case closure and case plan transfer dates and reasons are completed in CWS/CMS.		
CDSS will issue ACL	09/03	CDSS will issue an ACL to address the barriers and provide instruction on completing case closure, case transfer dates and reasons, program transfer protocols, and rules on transfer of case plan goal (09/03) <input checked="" type="checkbox"/> Completed. ACL 03-61 was issued.
CDSS will provide targeted training and monitor improvement in quality data.	06/05	CDSS will provide TA on CWS/CMS data entry changes to all counties by incorporating training into current CWS/CMS training program (09/03). <input checked="" type="checkbox"/> CDSS has coordinated with the CWS/CMS Project, which monitors the contract through which CWS/CMS training is offered to the counties, on issues discussed in the ACL. Training plans were designed and implemented regarding data entry contained in the ACL. <input checked="" type="checkbox"/> Update: We reported that CDSS is working with the CWS/CMS Project Office to provide CWS/CMS training through a statewide contract. The curriculum that all State contract and county training staff is required to use is continuously updated and includes the data entry requirements that were discussed in the ACL. <input checked="" type="checkbox"/> During the quarter, the State training contractor conducted 11 training sessions open to all counties reflecting the

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		<p>various CWS/CMS needs identified by the counties. Additional on-site trainings were also conducted by the contractor in addition to the training provided by individual counties. CDSS is also providing documentation identifying the data fields used to determine outcome measures to the counties. That documentation is being used by the counties to monitor timely and accurate data entry by staff and has been incorporated into county staff training and the information has been posted on the CWS/CMS Project website. Similar trainings have been developed and are currently being offered through the Northern Training Lab Consortium (NTLC) and Central Academy.</p> <p>CDSS will review CWS/CMS data fields to identify counties who still have difficulty completing case closure dates and reasons, and provide additional targeted training. (12/03)</p> <p><input checked="" type="checkbox"/> Completed. See task below for further details.</p> <p>CDSS will document improvement in impacted CWS/CMS data elements and the quality of reports will improve each quarter (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> We have reported the ACL (03-61) providing clarifications and instructions on entering critical data was released in December 2003. Based on county and State data reviews, we are seeing improvements in the consistency and completeness of data as a result of the issuance of the ACL. In conjunction with the AB 636 Data Workgroup, CDSS focused on evaluating and correcting failure to</p>

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Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
		<p>close placement episodes timely during this quarter. Continuing evaluation of data at the county and State level indicates that this issue is being resolved. As necessary, additional ACINs will be issued to provide information to counties on best practices related to CWS/CMS data entry and extraction.</p> <p><input checked="" type="checkbox"/> CDSS will continue to monitor data quality and data improvement through county and State data reports. During the quarter, the State submitted a request to ACF to approve CWS/CMS system changes related to the PIP, including technical changes designed to improve and simplify data entry rules and capabilities to improve data quality. The approval request is currently under review by the Office of State Systems.</p>
Program Contacts - Action steps 1-2: Pat Aguiar; Action Step 3: Tom Burke		

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Permanency Outcome 1, Item 9

Improvement Goal: California's goal will be to improve on the length of time to achieve adoption of children to 20.9 percent, which is an increase of 2.9 percentage points from the FFY 2000 benchmark.	June 30, 2005:	
Frequency of Measurement: Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will measure quantitative improvement. In addition, we will report on completion of action steps. By June 30, 2004, we will improve by 1.45 percentage points.	AFCARS/NCANDS Semi-Annual Measures: Dec 2003: 20.9% (FY 2002 AFCARS data)	C-CFSR Quarterly Data: March 2004: 24.9% June 2004: 25.6% Sept. 2004: 27.0% Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the length of time to achieve adoption of children has improved to 20.9 percent, which is an increase of 2.9 percentage points, and all action steps have been completed	Date Improvement Goal Achieved: 12/10/03 Date all Action Steps completed:	

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Items 7, 9, & 10; Systemic Factor 2 Item 28) Status reported in Permanency Outcome 1, Item 7		

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Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step # 2: CDSS will track progress and provide technical assistance (see glossary) to Los Angeles County's implementation of their comprehensive 2003 Adoption Initiative. This Initiative, which incorporates recommendations from the Los Angeles Auditor-Controller report, will significantly increase the number of adoptions and reduce the average length of time for home studies		
Los Angeles County will implement its 2003 Adoption Initiative	04/04	<p>LA County Adoption cases will be redistributed to remain with the case carrying worker to free up adoption workers to complete adoptions beginning 08/03. (04/04)</p> <ul style="list-style-type: none"> ☑ In June 2003, Los Angeles County began the first phase of redistributing adoption cases. The first phase consisted of a 120-day Homestudy Project, which enabled the Adoptions Division to complete a significant number of pending adoptive homestudies. The second phase was the full implementation of the "Torrance Project" in all regional offices. ☑ The Torrance Project was implemented in all offices by January 2004. ☑ The second step was implemented on March 15, 2004, with the creation of the three consolidated home study sections. ☑ The third step is the streamlining of the DCFS' concurrent planning and termination of parental rights processes. An action plan was developed for executive approval. ☑ Finally, the Torrance Model was evaluated, and did not show the significant progress desired toward meeting the County's outcome goals. As a result of lessons learned from the evaluation of the Torrance Model, the current organizational structure and workflow design in Los Angeles County is being revamped some to further support concurrent planning. To achieve systemic change as part of the continuous improvement process, plans began to design and implement a Concurrent Planning Redesign in the County. ☑ Update: The implementation of the action plan (Concurrent

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		<p>Planning Redesign) will be completed when labor negotiations are completed. A joint labor/management decision was made to proceed with a Concurrent Planning Redesign Pilot in 5 offices: North Hollywood, Covina, Belvedere, Lakewood and Compton. The pilot start date and length are being determined through labor/management discussions currently underway.</p> <p>As part of the Adoption Initiative, Los Angeles County will pilot a consolidated foster family home/adoptive home study process (09/03).</p> <ul style="list-style-type: none"> ☑ Completed. Los Angeles County DCFS implemented its new Permanency Resource Division as of March 2004, which includes three consolidated home study sections. ☑ The three family assessment units of the Permanency Resource Division have been fully functioning since March 2004, when the first series of PS-MAPP training groups began. ☑ Update: Since the inception of the Consolidated Home Study Program, a total of 40-PS-MAPP groups have been held for prospective resources parents. From May 2004 through mid September 2004, 287 participants have graduated from the PS-MAPP program. This brings the total of graduates to 457 participants. Consolidated Home Study applications have been received from 363 of the graduates/participants. At this time, 137 of the consolidated home studies applications have been dispositioned (i.e. approved, deferred or closed). ☑ DCFS has encountered some problems with the contract vendor for the PS-MAPP program, and is in the process of resolving this matter. Intensive efforts have been made to

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		<p>ensure that the vendor issues do not negatively impact participants.</p> <p>Los Angeles County will complete the 2,100 pending adoption home studies (11/03)</p> <p><input checked="" type="checkbox"/> Update: As of September, Los Angeles County has completed all but 90 of the 2,085 adoption home studies that were pending as of June 16, 2003. It is anticipated that 30 will be approved within the next 60 days. The others have major barriers such as marriage/divorce and livescan issues, and are still pending.</p> <p>Los Angeles County will accelerate the adoptive home study process. The process will take six months to complete (01/04).</p> <p><input checked="" type="checkbox"/> Los Angeles County DCFS continues to see progress in its home study completion process. During calendar year 2003, it took 10.9 months, on average, to complete an adoption home study.</p> <p><input checked="" type="checkbox"/> The consolidated home study process began on March 15th. DCFS anticipates it will take until late 2004 before they are able to assess progress in completing home study assessments within a 4-6 month timeframe. The average time to complete a home study was effected by the older, more complex cases still being resolved, as well as the impact of the realignment of staff earlier in the year. In addition to the consolidated home studies completed by the Resource Family Development Division, DCFS Adoptions Division staff also conducts home study assessments for caregivers (foster parents and adoptive parents) adopting children already in their</p>

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		<p>care.</p> <ul style="list-style-type: none"> ☑ Update: The 9.7 months average is the latest timeline, although the ultimate goal for this grouping of home studies is still 4-6 months. DCFS anticipates that along with the system redesign proposed in the Concurrent Permanency Planning Redesign, they will be able to meet this goal. ☑ Adoption social workers have received adoption training in the newly revised SAFE Home Study format as a means to improve home study practices. This should also have an impact on the average time of home studies. A series of training sessions began in March 2004, and concluded in June 2004. <p>Los Angeles County will shorten the time from TPR to finalization of adoptions from 21 months to 15 months (04/04).</p> <ul style="list-style-type: none"> ☑ The current timeline in Los Angeles County from TPR to adoption finalization has now dropped to 18.4 months. The proposed Concurrent/Permanency Planning Redesign has been developed to dramatically shorten this timeline (see previous action steps). Los Angeles County DCFS has already implemented some streamlining of procedures, and anticipates even more improvement towards meeting its goals after implementation of the Concurrent/Permanency Planning Redesign. <p>Los Angeles County will provide technical assistance to adoption workers to support timely TPR. Technical assistance will be provided by knowledgeable, experienced staff (04/04).</p>

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		<input checked="" type="checkbox"/> In Los Angeles County, adoption workers do not conduct TPR. Currently, TPR is conducted by the case-carrying social worker. The Concurrent/ Permanency Planning Redesign includes shifting the responsibility for TPR away from the case carrying social worker to a Dependency Investigator (DI) and support staff team. This shift will support timely TPRs as the responsibility will shift to staff who will have developed expertise in this area. In addition, the County's Redesign includes training and ongoing technical assistance and ongoing program oversight to the DI and support staff teams. <input checked="" type="checkbox"/> See Item 7 for more detail on training provided to County staff.
CDSS will provide technical assistance as needed, and report through quarterly reports.	06/05	CDSS will provide TA and support on approaches to working with outside agencies such as courts and private nonprofit entities to assist in resolving conflicts and barriers to implementation of the LA County Adoption Initiative beginning 12/03. (06/05) <input checked="" type="checkbox"/> CDSS is tracking the implementation of Los Angeles County's Adoption Initiative. As issues arise where CDSS may be of assistance, Los Angeles County will advise CDSS.
CDSS will monitor progress of LA adoption's initiative	06/05	CDSS will report quarterly on LA County implementation of Adoption Initiative and will report quarterly on improvement in length of time to adoption using C-CFSR (Matrix 3A). (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05) <input checked="" type="checkbox"/> See above tasks. <input checked="" type="checkbox"/> The Los Angeles County Adoption Initiative continues to be implemented. Several workgroups were initiated as a result of the initiative and all of them have finished their

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		<p>tasks. The workgroups that have completed their tasks as reported in previous reports include the Recruitment for Special Needs Children Workgroup, the Consolidated Home Studies Workgroup, the Concurrent Planning/TPR Workgroup, the Data Gathering Processes Workgroup, the Appropriate AAP Rates Workgroup, the Legal Orphans Workgroup, the Streamline Home Studies Workgroup, the Enhancing Post-Adoption Workgroup and the workgroup for Adoption Integration.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> As noted in previous tasks, work on the Concurrent/Permanency Planning Redesign Proposal is underway and currently in the labor relations phase. <input checked="" type="checkbox"/> The county is working to complete the development of the 5 year plan as mentioned in the previous report. The draft is scheduled for completion by the end of the year, and is being developed in collaboration with the National Foster Parent Association and Family to Family. A Stakeholders Forum will be hosted by the end of the year. <input checked="" type="checkbox"/> The KCBS/Viacom outreach using a recreational vehicle staffed by county social workers has begun. The teams have primarily been located at Wal-Mart stores. The County is in the process of completing an analysis of the outcomes of the outreach, and will prepare recommendations. <p>Update: The use of the RV has been useful because mentors simply meet the RV at the designated site and greet people. Some people sign the sheet for follow-up contact and additional information. However, one of the challenges of using the RV has been at events that</p>

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		<p>cannot accommodate the RV due to space restrictions. The County then relies on the use of the traditional booths.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The County has begun sponsoring once a month Saturday orientations for prospective foster/adoptive parents. The orientations are conducted in both Spanish and English, and the response on Saturdays has been overwhelming. There have been a minimum of 150 prospective families at the Saturday orientations. These are in addition to the orientations held in the evenings, which are also very popular. <input checked="" type="checkbox"/> The PS-MAPP curriculum includes concurrent planning, and the County meets regularly with the contractor about various issues to insure that prospective foster/adoptive families are prepared to meet the needs of the children and their families.
<p>Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is enacted statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #4: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #5: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of Adoption Assistance Program (AAP) payments to</p>		

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families when child is adopted regardless of age or special needs (Cross-reference to Systemic Factor 2, Item 28.; and Systemic Factor 7, Item 44.)		
Will incorporate into statewide training curricula information on Adoption policy, practice, purpose and use governing AAP	09/03	<p>CDSS will work with Regional Training Academies to develop and implement curricula regarding AAP payments policy and adoptions policy for older and special children for new and existing county CWS and Adoptions staff (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. <input checked="" type="checkbox"/> The Resource Center for Family Focused Practice has a contract trainer available to provide county training as requested. To date, no counties have requested the training. <input checked="" type="checkbox"/> The Resource Center for Family Focused Practice has also developed web-based information on AAP payment policy as another resource for counties. It is available on the web.
Will issue ACIN clarifying existing state statute and policy	09/03	<p>CDSS will release ACIN to all counties reiterating current state statute and policy regarding AAP payment and adoption of older and special needs children. ACIN will provide instructions on interim training to be provided to staff within 30 days of receipt of ACIN (09/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed 9/03.
CDSS will provide technical assistance and monitor improvements	06/05	<p>CDSS will provide written TA to all counties on the policy regarding AAP payment policy and adoptions of older and special needs children beginning 09/03. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ACIN I-62-03 was issued September 2003, which addressed the overall intent of AAP. <input checked="" type="checkbox"/> CDSS is continuing to provide technical assistance to the counties on AAP related issues via phone and e-mail. <p>CDSS will track delivery of training in counties during onsite reviews</p>

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		<p>and maintain a copy of each county's procedures on Adoption and AAP to ensure appropriate policies are in place beginning 12/03. (06/05).</p> <p><input checked="" type="checkbox"/> CDSS is incorporating the tracking of the delivery of training into the county self assessment process. The county self assessments were due June 30, 2004.</p> <p>CDSS will track progress quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> See tasks above.</p>
<p>Action Step #6: The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care (Cross-reference to Safety Outcome 1, Item 2b; Systemic Factor 5, Item 37)</p> <p>Status reported in Safety Outcome 1, Item 2B</p>		
<p>Action Step #7: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies (RTAs) to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 4, Item 32)</p>		
Develop requirements and competencies for supervisors	12/04	<p>CalSWEC will conduct a survey of county child welfare managers and supervisors to determine the competencies necessary for supervisors to support the goals of the PIP (12/04)</p> <p><input checked="" type="checkbox"/> Although no report is due this quarter, CalSWEC has completed a survey (during 2nd quarter 2004) to ascertain how both initial and ongoing training is being provided in California. The results of the survey will</p>

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		assist CDSS in the development of measurable training objectives that will provide the basis for determining how training is provided in the counties.
Develop a common core curriculum for supervisors	03/05	<p>Using the results of the survey, CalSWEC will develop a framework for supervisor competencies and will solicit review and feedback from five regional groups including Los Angeles, to assure their efficacy in strengthening case practice (12/04)</p> <p><input checked="" type="checkbox"/> Although no report is due this quarter, the data-gathering process is completed for the supervisors study. CalSWEC has completed preliminary data analysis, and the results were disseminated at the September STEC meeting in the form of an Executive Summary report. STEC is developing supervisor competencies based on the findings from the supervisor study.</p> <p>The supervisor competencies will be revised and finalized (03/05) No report due this quarter.</p> <p>CalSWEC and the RTAs will review and revise existing supervisory curricula in order to develop a common core curriculum that reflects the supervisory competencies. (03/05) No report due this quarter.</p> <p>CDSS will recommend to counties via ACIN that all new child welfare supervisors must be trained to the new common core curriculum, in the interim pending adoption of regulations. (03/05) No report due this quarter.</p>
Monitor the implementation of supervisor	06/05	CDSS will report quarterly on completion of tasks and number of

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training to the common core curriculum		supervisors trained. (12/04, 03/05, 06/05) No report due this quarter.
Monitor the implementation of the early training effort for supervisors in new initiatives and program and policy changes required by the PIP and the Child Welfare Redesign	06/05	<p>CalSWEC and the RTAs will develop an early training effort for supervisors, including training materials and presentations on new initiatives and program and practice changes required by the PIP and the CWS Redesign, information on the adoptability of older children, the availability of post adoption services and financial assistance. RTAs, county training units, and the U.C. Davis Resource Center for Family Focused Practice will be required to use these presentations and materials to orient and train all child welfare and probation supervisors (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Training on the new initiatives for supervisors began in December 2003, and continues to be provided throughout the state. As reported in the previous quarterly report, the curriculum for supervisors has been developed and piloted in the southern part of the state. An All County Letter informing county welfare and county probation departments of the supervisors' training requirement was released on October 20, 2003 (ACIN Number I-66-03). <p>CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives (12/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. Training objectives from the new initiatives training that were designed for the supervisor as a mentor were included in the training. <input checked="" type="checkbox"/> In order to provide a more in-depth training on the role of supervisor as mentor, CalSWEC, Northern Regional Training academy and the Central Regional Training

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		<p>academy are evaluating mentorship programs within their regions. The purpose is to inform supervisory training as to the more effective elements of these programs, so that the elements of mentoring might be taught to supervisors statewide. As part of this evaluation process, Merced, Fresno and Tulare counties are piloting this mentoring effort.</p> <p>CDSS will issue an ACIN to the counties that recommends that all supervisors receive the training in new initiatives and practice changes; pending completion of the supervisor core curriculum (12/04) No report due this quarter.</p> <p>CDSS will report quarterly on the achievement of these tasks and the number of supervisors trained in new initiatives and practice changes (09/03, 12/03, 03/ 04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> ☑ In the first quarter of 2004, the Regional Training Academies provided new initiatives training to a total of 187 supervisors in the northern counties, and Los Angeles County provided training to a total of 706 participants. San Diego County provided the new initiatives training for 140 supervisors and managers so far. This is a total of 1,033 supervisors and managers to date that have received training on the new initiatives for supervisors. ☑ In addition, as reported in Item 31, training was also provided statewide to supervisors on the new Outcomes and Accountability System; specifically on the County Self Assessment Process, the County Self Improvement Plan and the Peer Quality Review.

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		<input checked="" type="checkbox"/> Los Angeles County provided training to 100 participants in Concurrent Planning for Management, to 96 participants in Fairness and Equity for management staff, and to 11 participants in Strength-Based Family Centered Practice for Management. <input checked="" type="checkbox"/> Update: As of September 1, 2004, 86% of the child welfare supervisors statewide have received the new initiatives training.
Develop and implement a common core curriculum for line staff	06/05	<p>In consultation with the statewide training taskforce, CDSS will update/revise the existing Standardized Core competencies and curriculum to incorporate policy and practice changes and to address areas needing improvement as identified in the PIP in order to develop a common core curriculum for child welfare workers (03/04)</p> <input checked="" type="checkbox"/> CDSS continues to work with the Statewide Training and Education Committee (STEC) to develop requirements and competencies for child welfare workers and supervisors. The STEC met on July 19 and September 20, 2004, to discuss the common core curriculum, ongoing training requirements, and supervisor core topics and activities. <p>The curriculum will be field tested and revised (03/05) No report due this quarter</p> <p>CDSS will disseminate the common core curriculum to all Regional Training Academies and county training units. (06/05) No report due this quarter.</p>

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		<p>CDSS will develop regulations to implement the new requirement that all new line workers and supervisors must complete the common core curriculum. (Due to the length of the regulation development process, this item will be completed post-PIP; however, CDSS will report progress each quarter beginning 12/04) No report due this quarter.</p> <p>CDSS will report quarterly on the achievement of these tasks and on the number of new workers trained in the common curriculum. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See tasks above.</p>
Action Step #8: The CDSS will provide training to child welfare and probation supervisors on principles of good case planning practice, including involvement all family members in case planning. (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32)		
Develop training materials and curriculum	12/03	<p>The “New Initiatives” training materials for child welfare and probation supervisors will include exposure to the principles of good case planning practice, involvement of all family members in case planning and need for parent visiting. (12/03)</p> <p><input checked="" type="checkbox"/> Training is being provided to supervisors beginning December 2003, as part of the new initiatives training. The training continued to be offered this quarter. The Resource Center for Family Focused Practice offered new initiatives training, Probation Accountability: Moving from Compliance to Outcomes. 139 probation supervisors and managers were trained.</p> <p><input checked="" type="checkbox"/> The County Probation Officers of California (CPOC) have developed a case planning training that is being reviewed</p>

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		<p>by CDSS. A Probation Advisory Committee was convened to discuss training content and delivery strategies to ensure the training is relevant to probation officers.</p> <p><input checked="" type="checkbox"/> Update: In collaboration with the Chief Probation Officers of California Association, the Resource Center for Family-Focused Practice delivered 6 regional trainings for probation focused on case plans, Title IV-E eligibility, visitation requirements, and adoption requirements. Over 300 officers from 56 counties received this training. In Family Group Decision Making, 37 probation officers were trained.</p>
Deliver training to all new and existing child welfare and probation supervisors	06/05	<p>Training starts for new supervisors and existing supervisors beginning (12/04)</p> <p><input checked="" type="checkbox"/> See tasks above, and also Item 32.</p> <p>Training will be provided to existing supervisors to familiarize them with the line staff common core curriculum in order to assist with transfer of learning. (06/05) No report due this quarter</p>
CDSS will monitor implementation of this training	06/05	<p>CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> In collaboration with the Chief Probation Officers of California Association, the Resource Center for Family-Focused Practice delivered 6 regional trainings for probation focused on case plans, Title IV-E eligibility, visitation requirements, and adoption requirements. Over 300 officers from 56 counties received this</p>

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		<p>training. In Family Group Decision Making, 37 probation officers were trained; in Division 31, Title IV-E, 311 probation officers and supervisors were trained; and in Probation Accountability: Moving from Compliance to Outcomes, 139 probation supervisors and managers were trained.</p>
<p>Action Step #9: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</p>		
<p>Curriculum for the training has been developed and is being tested by Sonoma State University in consultation with tribal representatives, county and State staff and trainers. Revisions will be made as needed.</p>	<p>08/03</p>	<p>Pilot Training session to 30 CDSS staff (05/03) <input checked="" type="checkbox"/> Completed 5/03.</p> <p>Pilot Training session to 1 County hosted by a tribe for 30 people.(06/03) <input checked="" type="checkbox"/> Completed 6/03.</p> <p>Pilot Training sessions at annual ICWA Conference for 20 people (07/03) <input checked="" type="checkbox"/> Completed 7/03.</p> <p>In cooperation with Sonoma State, ICWA subject matter experts, tribes, and key consultants, convene planning meeting to determine adequacy of curricula based on pilot training and to determine training sites. (08/03) <input checked="" type="checkbox"/> Completed 8/03.</p>

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The CDSS will complete a series of five regional sessions for counties, regional training academy representatives and tribal social workers regarding the ICWA requirements.	06/04	<p>Regional training centers develop curricula for ICWA training (01/04)</p> <p><input checked="" type="checkbox"/> Completed. The CDSS, with the assistance of the ICWA Subcommittee and Sonoma State University, completed development of the ICWA training curriculum. The curriculum focuses on the historical basis and purpose of ICWA, the essential elements of compliance with the Act, and the role of tribes and tribal representatives in child custody proceedings. A <u>Handbook on ICWA</u>, which includes sources of information and support to aid in the implementation of ICWA, was developed as a resource guide and is provided to all training participants.</p> <p>Deliver five ICWA regional training sessions beginning 01/04. (06/04)</p> <p><input checked="" type="checkbox"/> Completed. Five ICWA trainings were conducted statewide. Each was hosted by a local tribe or tribal organization. On January 30, 2004, a training session was held at the National Indian Justice Center (Sonoma County). On February 26, 2004, a second training session was held at the Picayune Rancheria of Chukchansi Indians (Madera County). A third session was held on March 30, 2004 at the Yurok Tribe (Siskiyou County). A fourth session was held on April 14, 2004 at the United American Indian Involvement, Inc. (Los Angeles County), and the final session was held at the Santa Ynez Band of Mission Indians (Santa Barbara County), on April 15, 2004.</p>
CDSS will monitor completion of regional training	06/04	<p>CDSS will track numbers trained at regional training sessions and review completed training assessments (06/04).</p> <p><input checked="" type="checkbox"/> Completed. More than 250 county child welfare and</p>

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		probation staff, juvenile court judges and referees, county counsels, and tribal representatives attended the training. Very positive evaluations of the training have been provided by the training participants.
Action Step #10: The CDSS will work with counties to recommend practices that integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment (Cross-reference to Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)		
Recommendations for integrating the issues of fairness and equity into decision points within the child welfare service system from intake to disposition will be completed	06/03	The concept of “fairness and equity” is defined and key decision points within the Child Welfare Services program that can reflect a fair and equitable system are identified (e.g., hotline, intake, case opening, placement, permanent plan) along with key services (e.g., family support, treatment, kinship care, permanency planning). <input checked="" type="checkbox"/> Completed 5/02. The fairness and equity matrix was part of county operational development meetings held in October and November, 2003.
Ongoing technical assistance will be provided to the counties to work on fairness and equity issues such as cultural competence, intake processes and foster parent recruitment	06/05	Through Region IX, we will request technical assistance from the NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare beginning 09/03. (06/05) <input checked="" type="checkbox"/> Technical assistance has been provided by a number of national experts on fairness and equity issues. <input checked="" type="checkbox"/> As part of the Child Welfare Services Improvement Program, technical assistance continues to be provided to counties on the issue of fairness and equity. The 11 early implementing counties submitted county plans on January 9, 2004, which are operational plans for an integrated

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		<p>continuum of services and supports.</p> <ul style="list-style-type: none"> ☑ Counties are also working on a complete asset map of current services and supports to identify “pockets” for better distribution of services. Where gaps exist, develop a community network capacity building plan. These will identify and prioritize involvement of partners who will effectively share responsibility for child welfare outcomes to better assure equitable treatment. ☑ Counties are working on the development of an operational plan for a new intake structure which will utilize screening and assessment tools for safety, risk and protective capacity. Use of these tools will contribute to fair and equitable decision-making with a consistent, statewide approach to assessment of safety, risk and protective capacity, resulting in a reduction in disproportionate out-of-home placements. ☑ The Fairness and Equity Matrix is being incorporated into protocols for counties to utilize when determining if fair and equitable practice is being applied at each decision point. (Matrix submitted in a prior quarterly report) ☑ Through Region IX, CDSS requested technical assistance from NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare. The website address to access the baseline racial and ethnic data for all children in the CWS program by age and decision point (as reflected on the decision matrix) is http://cssr.berkeley.edu

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Through the new quality assurance process, data will be provided to counties that will indicate where fairness and equity issues need to be addressed and training will be provided	02/04	<p>County-specific data that provides baseline racial and ethnic data for all children in the Child Welfare Services program, by age and decision point, as reflected on the decision matrix, will be sent to counties and available on the web. (12/03)</p> <p><input checked="" type="checkbox"/> Completed. County specific data was released to the counties during this quarter.</p> <p>With the assistance of the NRC on Permanency Planning, training curricula will be developed and tested. (12/03).</p> <p><input checked="" type="checkbox"/> In progress. The CalSWEC RTA Coordination Project, in collaboration with the Regional Training Academies (RTAs), the Inter-University Consortium (IUC), and the Los Angeles Department of Family and Children's Services (LA DCFS) will focus efforts in both the social work education system and the child welfare in-service training system on effectively addressing these vital issues.</p> <p><input checked="" type="checkbox"/> The second annual Symposium on Fairness & Equity Issues in Child Welfare Training, sponsored by the California Social Work Education Center in conjunction with the Regional Training Academies, and the California Department of Social Services was held on April 27–28, 2004, at University of California, Berkeley. There were 62 attendees, and the following topics were discussed:</p> <ul style="list-style-type: none"> • Ethnicity and the Path Through California's Child Welfare System • Ethnic and Cultural Issues in Child Welfare • How to Measure and Impact Outcomes

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		<ul style="list-style-type: none"> ● Practice What You Preach—Cultural Competency Assessment and Response ● Developing Cultural Competence Through Training, Assessment, Analysis, and Implementation <p>☑ The UCLA Center for Child Welfare sponsored training for 96 Los Angeles County DCFS managers entitled "Moving from Disproportionality to Fairness and Equity in Public Child Welfare". The main presenter was Professor Ruth McRoy from the University Texas School of Social Work in Austin.</p> <p>☑ San Francisco State University and San Jose State University worked with their Title IV-E students to determine their current knowledge of fairness and equity and how it affects youth permanency. Focus groups were used to identify issues and concerns as well as increase their knowledge and skills related to the topic. The Bay Area Academy also wrote a summary of a Cultural Competency Assessment and training in Contra Costa County that will be a springboard for fairness and equity training in other counties.</p> <p>☑ Regional Fairness and Equity Forums: CalSWEC has proposals from the Central RTA and the Southern RTA. These Regional Forums are anticipated soon.</p> <p>☑ Update: A leadership symposium on Fairness and Equity in California's Child Welfare System is planned for this fall. It will be sponsored by CWDA and CalSWEC.</p>

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		<p>Strategies for ensuring fairness and equity into key decision points will be recommended in an ACIN to be released in October 2004. The content will be based on the Fairness and Equity Matrix developed by the CWS Stakeholders Group and Redesign and will include the elements of the National Resource Center on Permanency Planning Report to California (received 8/04) and the June 2003 U.C. Berkeley Symposium on Fairness and Equity (publication release date of Fall 2004) (10/04)</p> <p>No report due this quarter</p> <p>Fairness and equity training will be incorporated into the core curriculum of the CWS Academies and made available for training county social workers. (02/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Fairness and equity training is in the process of being incorporated into the core curriculum, and has been incorporated into the CDSS Child Welfare Services Improvement Program website.
CDSS will monitor statewide implementation	06/05	<p>CDSS will track implementation by monitoring number of counties trained and reviewing operating procedures. CDSS will maintain copies of procedures for each county beginning 03/04. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> CDSS is continuing to receive information as to the number of county staff trained. <input checked="" type="checkbox"/> Counties will utilize the data received during this quarter and analyze it. It will be included in the county Self Assessments, which were due June 30, 2004. The data will also be addressed in the counties' Self Improvement Plans, which were due September 30, 2004.

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		<p>CDSS will track data quarterly using the C-CFSR and will target technical assistance to counties where the baseline data show that children coming into and staying in the system are significantly disproportionate to their representation in the general public (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> Counties will utilize the data received, which is to be analyzed, and included in the county Self Assessments and Self Improvement Plans. CDSS will track data on a quarterly on a county-by-county basis as well as statewide.</p> <p>CDSS will develop a process to determine the effectiveness of the operating procedures and determine if there are components that should be regulated. (06/05) No report due this quarter</p>
Program Contacts - Action steps 1-10: Pat Aguiar		

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Permanency Outcome 1, Item 10

Improvement Goal: We will reduce the proportion of children with a goal of long-term foster care at two years after entry from our baseline of 39.9% in calendar year 2002 by three percentage points to 36.9% by June 30, 2005.	June 30, 2005:	
Frequency of Measurement: Progress will be tracked using quarterly reports from CWS/CMS data. By June 30, 2004, we will improve by 1.5 percentage points..	AFCARS/NCANDS Semi-Annual Measures: This item is not applicable, as there is no measurement for this item.	C-CFSR Quarterly Data: March 2004: 38.6% (from 3 rd qtr 2003) June 2004: 41.7% (from 4th qtr 2003) Sept 2004: 45.5% (from 1 st qtr 2004) Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when the proportion of children in care more than two years with a goal of long-term foster care is reduced by three percentage points from the calendar year 2002 baseline data and by the completion of all action steps	Date Improvement Goal Achieved: Date all Action Steps completed:	

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Permanency Outcome 1, Item 10 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Items 7, 8, 9; Systemic Factor 2 Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Action Step #2: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)</p> <p>Status reported in Permanency Outcome 1, Item 7</p>		
<p>Program Contacts - Action steps 1, & 2: Pat Aguiar</p>		

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Permanency Outcome 2, Item 14

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved by June 30, 2005.	June 30, 2005
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	Survey results data: May 2004 (baseline): 89.9 % Jan 2005: Dec 2005:
Determination of Goal Achievement: The goal will be achieved when there is a three-percentage point improvement from the baseline survey in the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B		
Action Step #2: The CDSS will work with Indian tribes to ensure that tribal voice and involvement are integrated into the training curricula.		
Convene a workgroup of State, regional training academy and tribal staff to make	12/04	CDSS will convene the workgroup to identify issues and develop recommendations. (12/04)

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
recommendations on ways that tribal voice and involvement can be integrated into training curricula.		No report due this quarter.
Implement recommendations	06/05	CDSS will work with the regional training academies to ensure that all recommendations are integrated into training curricula. (06/05) No report due this quarter. Training to new and ongoing social workers and probation officers will be provided using the revised curricula (06/05). No report due this quarter.
Action Step #3: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #4: The CDSS will review licensing regulations, policies and procedures regarding family visitation and contact in foster family agencies and group home facilities to ensure worker understanding of the need to maintain connections and to remove barriers to compliance so that agency social workers maintain a child's family and community connections. This action step will ensure that these activities do not conflict with certain case planning goals		
The CDSS will conduct a review of existing licensing regulations, policies and procedures regarding facility staff training on family involvement and engagement in the case plan process when consistent with the case plan goals	12/04	CDSS will review current foster family agency and group home licensing policies and procedures for any barriers related to training of facility staff regarding family involvement consistent with the case plan. (12/04) No report due this quarter.
The CDSS will release ACL (or comparable communication) to agency and provider community regarding how to remove barriers to assisting children placed in facility settings	12/04	CDSS will inform counties, foster family agencies, group homes and associations via ACL, or regulation change if necessary, of the need to ensure that important connections with extended family, friends, community, and racial heritage are maintained consistent with case

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
in maintaining family connections		plan goals. (12/04). No report due this quarter.
The CDSS will provide technical assistance and/or training to counties, caregivers and facility staff regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections	01/05	CDSS will provide written TA to all foster family agencies, group home providers and counties regarding implementation of new policies and procedures (01/05) No report due this quarter
CDSS will monitor changes in facility policies and provide technical assistance	06/05	CDSS will track changes in policies through the Group Home/ FFA licensing review process, beginning 03/05. (06/05) No report due this quarter CDSS will provide TA to foster family agencies, group homes, or counties when monitoring information suggests need. (3/05, 6/05). No report due this quarter
CDSS will submit regulations requiring family engagement in facility program statements to the Office of Regulation Development.	06/05	CDSS will develop draft regulations for program statements in the area of family engagement and community connections (06/05) No report due this quarter
Action Step #5: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Field-tested survey is implemented	7/15/2003	Develop survey instrument in conjunction with and subject to approval of Region IX. (6/03) <input checked="" type="checkbox"/> Completed. Surveys were developed. Final approval received from Region IX on 7/25/03

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Finalize agreement with interviewing service (6/03)</p> <p><input checked="" type="checkbox"/> Completed. Contract with California State University, San Marcos Foundation, Social and Behavioral Research Institute (SBRI) was finalized 7/03, for the period of 7/1/03 to 6/30/05.</p> <p>CDSS will complete draft questionnaire for use in telephone survey (6/03)</p> <p><input checked="" type="checkbox"/> Completed. Draft questionnaire was completed 7/03.</p> <p>CDSS will provide listing of sample telephone numbers to interview service (7/03)</p> <p><input checked="" type="checkbox"/> Completed. File was provided to SBRI on 8/03.</p> <p>Interview Service will field test the questionnaire and work with CDSS to revise as needed (9/03)</p> <p><input checked="" type="checkbox"/> Completed. Field testing was carried out 8/27/03 to 9/5/03. Questionnaire was updated 9/12/03</p>
<p>Action Step # 6: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</p>		
Baseline results and related documentation are submitted to Region IX	05/04	<p>Interview service will start the interviewing (9/03)</p> <p><input checked="" type="checkbox"/> Completed. SBRI began interviews of participants on 9/18/03.</p> <p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 7/15/03 to 8/15/03 (3/04)</p>

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		<p><input checked="" type="checkbox"/> Completed submittal of data file. SBRI began interviews of participants September 2003, and the target is 3,300 interviews. They had difficulty locating birth families in the Family Reunification component, which delayed the completion of the process. Further, the wildfires in Southern California in late October also caused delays. They continued to contact potential interviewees to reach their goal, which was completed on 3/22/04.</p> <p>RADD staff analyze data to produce outcome measures, as defined in PIP (03/04)</p> <p><input checked="" type="checkbox"/> Completed. As the interviews of participants had not been completed, the data analysis has been delayed. However, the analysis has now been completed.</p> <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (04/04)</p> <p><input checked="" type="checkbox"/> As the interviews of participants had not been completed, the draft baseline report was delayed. However, it has now been completed.</p> <p>Draft report is reviewed and revised as needed (04/04)</p> <p><input checked="" type="checkbox"/> See above tasks.</p> <p>Baseline report is submitted to Region IX (05/04)</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
Action Step #7: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)		
Mid-PIP (Year 1) results and related	01/05	Interview service will start the interviewing (08/04)

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<p>documentation are submitted to Region IX.</p>		<p><input checked="" type="checkbox"/> See action step #6, above. As these interviews had been delayed, the baseline results have been delayed. The next surveys can be launched shortly.</p> <p><input checked="" type="checkbox"/> Update: We selected cases open as of June 30, 2004, and began interviews prior to our planned start date of August 27, 2004.</p> <p>Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/04 to 4/30/04 (12/04) No report due this quarter.</p> <p>RADD staff analyze data to produce outcome measures, as defined in PIP (01/05) No report due this quarter.</p> <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (01/05) No report due this quarter.</p> <p>Draft report is reviewed and revised as needed (01/05) No report due this quarter.</p> <p>Baseline report is submitted to Region IX (01/05) No report due this quarter.</p>
<p>Action Step #8: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</p>		
<p>Final (Year 2) results and related</p>	<p>12/05</p>	<p>Interview service submits to CDSS (RADD) the cleaned data file for</p>

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
documentation are submitted to Region IX		<p>interviews completed 2/30/05 to 4/30/05 (10/05) No report due this quarter.</p> <p>RADD staff analyze data to produce outcome measures, as defined in PIP (11/05) No report due this quarter.</p> <p>RADD staff prepare draft baseline report, including outcome measures and supporting documentation (12/05) No report due this quarter.</p> <p>Draft report is reviewed and revised as needed (12/05) No report due this quarter.</p> <p>Baseline report is submitted to Region IX (12/05) No report due this quarter.</p>
Action Step #9: CDSS will study and report on the feasibility of surveying older youth in in-home or in out-of-home placements		
CDSS will study the feasibility of a survey of older youth	07/03	<p>CDSS will discuss with the CYC strategies for conducting this survey. (06/03) <input checked="" type="checkbox"/> See tasks below.</p> <p>CDSS will contact the National Resource Center for Organizational Improvement for advice on interviewing older youth. (06/03) <input checked="" type="checkbox"/> Status here</p> <p>CDSS will confer with its legal staff to obtain their analysis of the legal requirements for/or restrictions on interviewing minors (07/03).</p>

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Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> See below.
CDSS will include in the next quarterly report the results of our exploration into interviewing older youth	09/03	CDSS will provide written results of the conversations with and analyses from those identified above (09/03). <input checked="" type="checkbox"/> In the course of analyzing the inclusion of youth in the survey, as part of this item, significant unresolved confidentiality issues surfaced, that made it clear that we would not be able to accomplish the inclusion of youth within the timeframe of the PIP.
Program Contacts - Action steps 1-4: Pat Aguiar; Action Steps 5-9: Tom Graham		

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Well-Being Outcome 1, Item 17

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	Survey results data: October 2003 (baseline): (1) 55.7% (percentage of children/family assessed) (2) 66.4% (percentage of children/family received services) June 2004: (1) see tasks below (2) June 2005: (1) (2)
Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase above the baseline survey in the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs; and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b		
Action Step # 2: The CDSS will provide training to child welfare and probation supervisors on principles of good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 18; Systemic Factor 2, Item 25)		
Develop important markers for 60-day timeframe (e.g., by day 30, will have face-to-face meeting with child regarding the case plan)	04/03	CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> Completed 4/03. CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03). Completed 5/03.
Submit legislative proposal	05/03	CDSS included language in budget trailer bill (05/03) <input checked="" type="checkbox"/> Completed 5/03. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal. <input checked="" type="checkbox"/> The legislative proposal was resubmitted to the Legislature,

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		and was introduced in a bill, Assembly Bill 2795 (Wolk) on February 20, 2004. Update: The bill signed by the Governor, and was chaptered on August 30, 2004. It becomes effective on January 1, 2005.
If legislation passes, implement statewide through ACLs and regulation processes, as needed.	09/03 (assumes 07/1/03 passage)	<p>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03).</p> <p><input checked="" type="checkbox"/> The legislation has recently passed, and the final identification of implementation and other issues will be completed.</p> <p>CDSS will draft and issue an implementing ACL incorporating necessary initial implementation instructions including county level staff training instructions, procedures and system changes. ACL will instruct counties to ensure that all case carrying staff and supervisors be trained on this change within 30 days of receipt of letter. (09/03)</p> <p><input checked="" type="checkbox"/> As legislation has recently passed, an ACL will be drafted.</p> <p>CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03) (Note-implementation will be delayed if CWS/CMS change requires Federal IT approval).</p> <p><input checked="" type="checkbox"/> As the legislation has recently passed, discussions regarding modifications to CWS/CMS have begun.</p> <p>CDSS will begin regulation change process (09/03).</p>

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> As the legislation has recently passed, regulation changes may be initiated after the issuance of an ACL.
CDSS will incorporate into training program	12/03	CDSS, in conjunction with Regional Training Academies and CWS/CMS staff, will develop and implement training and curricula for change in case plan timing (12/03) <input checked="" type="checkbox"/> As legislation has recently passed, training and curricula needs will be identified, and developed and implemented as needed.
CDSS will monitor implementation	06/05	CDSS will track the training of county staff and will review county procedures to ensure they're updated. CDSS will maintain a copy of county procedures at the state level. Progress will be reported quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). As the legislation has recently passed and training needs not yet identified, training does not need to be tracked at this time.
Action Step #4: The CDSS will develop and implement a framework for a differential response system as part of the CWS system improvements. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2A		
Action Step #5: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Action Step #6: The CDSS, will work with the California Department of Mental Health, the California Department of Alcohol and Drug Programs, County Welfare Directors Association, Chief Probation Officers of California, the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove		

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Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 36) Status reported in Safety Outcome 1, Item 2a		
Action Step #7: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14		
Action Step #8: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14		
Action Step #9: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) Status reported in Permanency Outcome 2, Item 14		
Action Step #10: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action steps #1-6: Pat Aguiar; Action Steps # 7-10: Tom Graham		

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Well-Being Outcome 1, Item 18

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers involved in case planning by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 90.9% (% of cases in which case plan was discussed)</p> <p>2) a) 89.68% (% of cases discussed w/ interviewee)</p> <p>2) b) 50.7% (% of cases discussed w/ interviewee & child)</p> <p>June 2004:</p> <p>1) see tasks below</p> <p>2) a)</p> <p>2) b)</p> <p>June 2005:</p> <p>1)</p> <p>2) a)</p> <p>2) b)</p>
Determination of Goal Achievement: The goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of children, parents, and caregivers involved in case planning and all action steps have been completed.	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This engagement includes informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Systemic Factor 2, Item 25)		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Promising Practices of high performing counties will be identified and documented	09/03	<p>Using survey data, CDSS will identify and develop a list of high performing counties in the area of family engagement (09/03).</p> <p><input checked="" type="checkbox"/> Surveys have been completed, and the preliminary analysis of the survey data completed.</p> <p>Using both online (CWS/CMS) and onsite reviews, CDSS will identify successful family engagement procedures, systems and program practices (06/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
ACIN will be issued	09/03	<p>CDSS will document the successful practices and issue them as an ACIN to counties. (09/03).</p> <p><input checked="" type="checkbox"/> Completed.</p>
CDSS will monitor to assess improved family engagement	06/05	<p>CDSS will track improvement through the survey to ensure that children and families are engaged in the case planning process. Surveys will be conducted in 09/03, 06/04, and 06/05</p> <p><input checked="" type="checkbox"/> Surveys have been completed, and the data analyzed to form a baseline.</p> <p><input checked="" type="checkbox"/> The same methods used in the Baseline Report will be applied to the Mid-PIP report. As the Baseline Report interviews were delayed, the baseline results were delayed. We plan to select cases open as of June 30, 2004, and begin interviews for the next surveys on August 27, 2004. (See Item 14 for more detail.)</p>

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Changes to the statewide curriculum will be incorporated	06/05	<p>CDSS, CalSWEC and the Regional Training Academies will make required changes to statewide curriculum, in order to incorporate the strategies. (06/04)</p> <p><input checked="" type="checkbox"/> When the county self assessments are analyzed and promising practices are identified, any training on practices not already through current training will be incorporated into the common core curriculum or advanced/specialty training may be designed.</p>
<p>Action Step # 2: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 17; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b</p>		
<p>Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2, Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #4: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 17 & 18; Systemic Factor 2, Item 25) Status reported in Well-Being Outcome 1, Item 17</p>		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #5: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Systemic Factor 2, Item 25)		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>The CDSS will confer with CYC, the CWDA and the CPOC to implement policies and procedures to integrate youth voice into case planning.</p>	<p>06/05</p>	<p>Building on strategies developed as part of the Stakeholders workgroup process, CDSS will implement policies and procedures to ensure youth voice and involvement are integrated into the case planning process, including strategies to eliminate any barriers to including youth in the case planning process.</p> <ul style="list-style-type: none"> ☑ Assembly Bill 2795 has been passed and signed into law (see Well Being Outcome 1, Item 17, Action Step #3). This was a CDSS sponsored legislative proposal that increased the amount of time allowed to prepare a case plan from 30 to 60 days. As part of the implementation of the provisions of the legislation, CYC, CPOC and CWDA will work with CDSS to develop specific strategies to be incorporated into regulations to ensure that youth voice is included into the case planning process. ☑ The Permanency and Transition Work Group has continued meeting, and attendees include eleven representatives from counties designated as early implementers for the Child Welfare System Improvement, and representatives of CDSS. The work group met to define deliverables and to develop an implementation plan for the permanency related Child Welfare Services System Improvement efforts, which are Team Decision Making (TDM), Family Engagement, and Youth Involvement. The work group divided into three subcommittees to work on each of the three areas.

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will implement the policies and procedures statewide through ACL/ACINs and/or regulation processes, as needed.	06/05	CDSS will implement the policies and procedures statewide through an ACL/ACIN and/or through regulations, as needed. No report due this quarter
Training curriculum will be updated	06/05	CDSS will include youth and family engagement in case planning practices in the statewide common core curriculum. No report due this quarter
CDSS will monitor involvement of youth	06/05	CDSS will track and document implementation of youth involvement through surveys. Surveys will be conducted as described in Permanency Outcome 2, Item 14. No report due this quarter
Action Step #6: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #7: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #8: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		

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Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #9: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action steps 1-5: Pat Aguiar; Action steps 6-9: Tom Graham		

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Well-Being Outcome 1, Item 20

<p>Improvement Goal:</p> <p>1) We will increase from the baseline survey the compliance by workers with planned parent visit schedules from the baseline by three percentage points by June 30,2005.</p> <p>(2) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits by June 30, 2005.</p> <p>(3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits by June 30, 2005.</p>	<p>Overall Performance Data: June 30, 2005 – not due this quarter.</p> <p>(1)</p> <p>(2)</p> <p>(3)</p>
<p>Frequency of Measurement: Progress will be reported through quarterly reports. The reports will document progress towards completion of the action step and will report on the survey data. Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p>	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 85.2% (compliance by workers w/ planned visit schedule)</p> <p>2) 70.8% (% of parents assisted by social worker visits-meet case plan goals)</p> <p>3) 66.6% (% of parents assisted by social worker visits-safely parent the child in-home)</p> <p>June 2004:</p> <p>1) see tasks below</p> <p>2)</p> <p>3)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p> <p>3)</p>

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<p>Determination of Goal Achievement: The goal will be achieved when : 1) We increase the compliance by workers with planned parent visit schedules from the baseline by three percentage points; 2) We increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits; and 3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits; and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>
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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 & 18; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p>		
<p>Action Step #2: The CDSS will begin developing and implementing the California Comprehensive Safety Assessment System that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) Status reported in Safety Outcome 1, Item 2A</p>		
<p>Action Step # 3: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14</p>		

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Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #4: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #5: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Action Step #6: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts - Action step 1: Pat Aguiar; Action step 2: Wes Beers; Action steps 3-6: Tom Graham		

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Well-Being Outcome 2, Item 21

<p>Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs by June 30, 2005.</p>	<p>June 30, 2005:</p>
<p>Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p>	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 61.0 % (% of cases educational needs assessed)</p> <p>2) 71.4 % (% of children who received services)</p> <p>June 2004:</p> <p>1) see tasks below</p> <p>2)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p>
<p>Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs; and all action steps are complete.</p>	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #2: The CDSS will issue an All County Letter (ACL), which encourages counties to ensure that educational needs for all children in the home are assessed and to document how the identified educational needs were addressed in the case plan		
CDSS will issue ACIN	12/04	CDSS will draft an ACIN encouraging counties to ensure any educational needs for (all) children in the home are assessed and documented in the case plan. The ACIN will be reviewed by the Interagency Team (which includes the Department of Education). (12/04) No report due this quarter

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will provide technical assistance	06/05	<p>CDSS will provide technical assistance to counties in response to inquiries regarding the ACIN (beginning 12/04). No report due this quarter</p> <p>CDSS will work with the Regional Training Academies (RTAs) to develop an educational advocacy curriculum for social workers and probation officers. (09/04)</p> <p><input checked="" type="checkbox"/> Completed. The educational advocacy curriculum, developed by the Northern California Regional Training Academy, provides practical knowledge and tools for educational advocacy. It is also designed to be used as a resource. The curriculum is in the final development stage and will be tested by the Northern California Regional Training Academy.</p> <p>CDSS will work with the National Regional Training Academy to pilot the educational advocacy curriculum (11/04) No report due this quarter</p> <p>CDSS will, via the Northern Regional Training Academy, conduct training for trainers for other RTAs and county staff development organizations on the educational advocacy curriculum (03/05). No report due this quarter</p> <p>CDSS will make the training available through the current training structure. (03/05) No report due this quarter</p>

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor counties to ensure through reports from the RTAs and counties that use the training as to the number of placing agency staff trained.	06/05	CDSS will track county training records. (06/05). No report due this quarter. CDSS will report quarterly on the number of staff trained. (03/05, 06/05). No report due this quarter.
Action Step #3: The CDSS, will work through the State Interagency Team, which includes the California Department of Education, to strengthen the working relationships between counties and local school districts, and promote the development and implementation of strategies/policies/protocols to improve educational services to all children known to the CWS system with identified needs in home and in out-of-home care.		
CDSS will, through the Interagency Team, address the issue of improving educational services to children.	12/04	CDSS and the Interagency Team will identify strategies/policies/protocols to improve educational services for children. (12/04) No report due this quarter

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will implement statewide through ACL/ACINs and regulation processes as needed	06/05	<p>CDSS will develop and issue an ACIN to support development of protocols at the local level. ACIN will contain strategies/policies/protocols to improve educational services for children. (12/04) No report due this quarter</p> <p>CDSS will begin drafting regulatory language and the development of the regulation package. The ACIN described in Action Step #2 will be considered by the Interagency Team (including the Department of Education) in the development of the regulations. (12/04) No report due this quarter</p> <p>CDSS will submit a regulations package to the office of Regulations Development. (06/05) No report due this quarter</p> <p>CDSS will provide T/TA to counties as they begin the implementation of strategies/policies/protocols to improve educational services for children. (01/05) No report due this quarter</p>
CDSS will report on tasks completed and seek feedback from the Interagency Team as to progress being made in this area.	06/05	<p>CDSS will report quarterly on the tasks completed. (12/04, 03/05, 06/05) No report due this quarter.</p>

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Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Program Contacts - Action steps 1, 2 & 3: Pat Aguiar; Action step 4, 5, 6, & 7: Tom Graham</p>		

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Well-Being Outcome 3, Item 23

Improvement Goal: We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	<p>Survey results data:</p> <p>October 2003 (baseline):</p> <p>1) 43.7% (% of cases w/ mental health needs assessed)</p> <p>2) 55.2% (% of children w/ needs who received services)</p> <p>June 2004:</p> <p>1) see tasks below</p> <p>2)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p>
Determination of Goal Achievement: This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services; and all action steps are complete.	<p>Date Improvement Goal Achieved:</p> <p>Date all Action Steps completed:</p>

Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will issue an All County Letter (ACL) that instructs counties to document how identified mental health needs are addressed. In addition, the ACL will instruct counties on the importance of assessing the needs of all children in families with in-home cases.		

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will issue ACL	05/04	<p>CDSS will issue an ACL instructing counties to document in case notes of CWS/CMS how mental health needs are assessed and addressed. (03/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The All County Information Notice has been drafted, and we hope to release it by next quarter. <p>CDSS will work with Cal SWEC and Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum, including mental health assessments for all children in the home. (04/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The following competencies will be included in the common core curriculum related to family engagement: <p>Knowledge:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The worker will understand the signs, symptoms, and cultural and family dynamics of mental illness. <p>Skills:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The worker will communicate the effects of mental illness on children and families involved in Child Welfare Services. <p>Values:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The worker will be able to describe the values and potential value conflicts inherent in the nature of the public child welfare system. <p>CDSS will provide written TA to clarify policy and will ensure each county training plan includes, case practice training on assessing mental health needs of all children in home (05/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See tasks above. CDSS will issue letters to counties or draft regulations as deemed appropriate to provide

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		clarifications to policy.
CDSS will monitor training and delivery of services	06/05	<div>CDSS will track counties to ensure that all county training plans include components on assessing the families mental health needs. (09/04, 12/04, 03/05, 06/05)</div> <div><input checked="" type="checkbox"/> See above tasks.</div> <div>CDSS will track improvement in the use of mental health services for in-home cases by reviewing quarterly CWS/CMS data (matched with the State Department of Mental Health data) (09/04, 12/04, 03/05, 06/05).</div> <div><input checked="" type="checkbox"/> See tasks in Action step #3 below.</div>
Action Step #2: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children’s needs; assessing all in-home children’s educational needs and assessing all in-home children’s mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: CDSS, in conjunction with the Interagency Child Welfare Services Team, will work to improve and expand access to mental health services by facilitating the connecting of families with mental health treatment services. In addition, CDSS and DMH data staff will explore the possibility of improving access to data from the mental health system to ensure that children in the child welfare system that remain in their homes are linked to the system.		
Develop a systems match capacity between CWS/CMS case records and State Department of Mental Health Service payment records	02/05	<div>Interagency agreement with DMH in place to share data (10/02)</div> <div><input checked="" type="checkbox"/> CDSS staff met with DMH staff in late 2003 to begin the development of a systems match. The goal was to match the number of children/youth referred for mental health services by county child welfare services to the number of children/youth who received services.</div> <div><input checked="" type="checkbox"/> CDSS staff worked on the match of records, but had</div>

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		<p>difficulties tracking the data in CWS/CMS and making a match. Staff is checking with counties to verify how the data is recorded. A preliminary review indicates CDSS may need to establish a uniform approach to entering data in order to facilitate the match.</p> <p><input checked="" type="checkbox"/> Update: As part of the development of the well-being indicators for the new Outcomes and Accountability System, the methodology for this item was drafted. The draft is currently under review by the Outcomes and Accountability System Data Committee.</p> <p>Test data match for children in out-of-home care to see how match works. (5/03)</p> <p><input checked="" type="checkbox"/> No costs have been identified to implement the data sharing proposal as there is a memo of understanding between the two agencies in place.</p> <p>Did further analysis: decided to expand on this and add to new quality assurance system (Outcomes and Accountability System) for well-being measures. Measures are: how many children were referred by social workers to mental health services? Of all the children referred, how many received services? (10/03)</p> <p><input checked="" type="checkbox"/> Completed.</p> <p>Analysis of CWS/CMS to see where social workers are documenting referrals and services received (10/03)</p> <p><input checked="" type="checkbox"/> Completed.</p>

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		<p>Develop draft methodology which includes recommendation of where data should be entered to facilitate retrieval. (10/03) <input checked="" type="checkbox"/> Completed.</p> <p>Obtain concurrence from AB 636 Data Workgroup and issue instructions to county social workers (02/05) No report due this quarter</p>
<p>CDSS, in conjunction with the Interagency Child Welfare Services Team, will work to identify resources and/or develop strategies to connect families with mental health treatment services.</p> <p>CDSS will issue an All County Information Notice based on the recommendations of the Interagency Team.</p>	<p>12/04</p> <p>12/04</p>	<p>Resources will be identified and/or strategies developed. (12/04) No report due this quarter</p> <p>CDSS will issue an All County Information Notice based on the recommendations of the Interagency Team. (12/04) No report due this quarter</p> <p>No report due this quarter</p>
<p>Los Angeles County DCFS coordinate with Los Angeles County Mental Health on ensuring the deployment and development of mental health resources to ensure timely access to child welfare families in Los Angeles County.</p>	<p>06/04</p>	<p>Monthly meetings between Los Angeles County DCFS and Los Angeles County Mental Health to identify (1) areas where services may not be as readily available and (2) gaps where services may be needed beginning 6/03 (6/05).</p> <p><input checked="" type="checkbox"/> Staff from DCFS has met on a monthly basis since June 2003 with Los Angeles County Department of Mental Health (DMH) staff to address mental health service issues affecting children and families.</p> <p><input checked="" type="checkbox"/> DCFS continues to work in collaboration with the County's Department of Mental Health (DMH) to focus on the improvement of mental health services to</p>

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		<p>children in foster care. Dr. Sophy, the DCFS Medical Director, and other senior managers from DCFS and DMH are meeting weekly to address many cross-system issues.</p> <p><input checked="" type="checkbox"/> Specifically, the issues that have been under discussion are as follows: Improved mental health assessments; Greater focus on the delivery of treatment services to children in foster care at the DMH-directly operated community mental health clinics; Joint training of DCFS and DMH staff; Training of D-rate foster parents by DMH staff; Co-management of D-rate children's cases by both DMH and DCFS staff to ensure access to treatment and follow-up services; Enhanced procedures to track the administration of psychotropic medications prescribed to children in foster care; as well the joint monitoring of the performance of community treatment facilities (CTF) by both agencies and DCFS.</p> <p>Los Angeles County DCFS and Los Angeles County Mental Health will develop strategies to address the issues identified above, such as creating incentive to providers to provide services in a different geographic area, looking for funding sources to secure services for children who are not Medi Cal eligible (11/03).</p> <p><input checked="" type="checkbox"/> DCFS and DMH staff continue to meet to address mental health service issues affecting children and families. They have identified available services that are insufficient to meet the demand. These issues are currently being addressed/resolved 1) at regularly scheduled meetings with</p>

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		<p>DMH and their providers, 2) through the DCFS/DMH meetings, and 3) through the Multi-disciplinary Assessment Teams (MAT).</p> <ul style="list-style-type: none"> ☑ The MAT program is a collaborative effort between DCFS, DMH and other community providers. It is designed to ensure the immediate and comprehensive assessment of youth entering out-of-home placement. The comprehensive family-focused, strength-based assessments will consist of mental health, as well as medical, dental, developmental and educational evaluations, and review of family history and records. Depending on the individual family, community mental health providers will interview the child, biological parent(s), relatives, caregivers and prospective caregivers. ☑ The MAT pilot began on March 23, 2004 in the Wateridge (SPA 6), and Pasadena (SPA 3) offices. The intention was to begin with a very small sample to look at process and quality issues. Implementation of the pilot is moving along well. All cases have a comprehensive assessment which take anywhere from 30 - 45 days to complete. Once all assessments have been completed, there will be an evaluation of the pilot before moving forward. ☑ The goals of the program include receiving a comprehensive assessment, identifying the optimal placement situation, and engaging the family around the assessment process. These all tie into the long term outcomes of expedited permanency, reduced recidivism, and safety while in out of home care.

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		<ul style="list-style-type: none"> ☑ Los Angeles County DCFS is beginning to initiate the evaluation component of this process. DCFS Research is linking the program goals with the Department's outcomes. ☑ Update: All participating Mental Health agencies have now been assigned a case to assess. Of the 22 cases that have been assigned, 20 assessments are now complete and have been provided to DCFS. It is anticipated that the final two cases will be completed within the next several weeks. ☑ Evaluation of the pilot has begun. Each completed assessment is currently in the process of being evaluated. This process is conducted in two parts. The first consists of debriefing interviews with each MAT participant jointly by DCFS and DMH. This procedure was developed to encourage honest feedback about the MAT process and includes discussions with the mental health provider agencies, social workers, Public Health Nurses, MAT coordinators, Juvenile Court Hearing Officers and family members. The information resulting from this process is critical in terms of learning what worked, and what is the cause for the program change. ☑ The second part of the process consists of an actual examination of the assessment documents given to DCFS. With the assistance of the DCFS Research Section, measures have been developed to evaluate the assessment on its timeliness, level of comprehensiveness, and degree to which it identifies

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		<p>needs and resources. Efforts will also be initiated in the near future to personally connect with families to determine utilization of, and satisfaction with, the recommended services.</p> <p><input checked="" type="checkbox"/> Additionally, a simple database has been created to capture pilot information, which will allow for the preparation of informational and statistical reports. The data collected will also interface with CWS/CMS data to allow for evaluation of how the pilot cases fare in relationship to existing performance measures and Departmental outcomes. It is anticipated that the evaluation process will be completed by the end of October 2004.</p> <p>Los Angeles County DCFS and Los Angeles County Mental Health will begin implementation of the strategies (6/04).</p> <p><input checked="" type="checkbox"/> As stated in previous reports and in tasks above, MAT is a collaborative effort between DCFS, DMH and other community providers designed to improve and expand mental health treatment services to children and families.</p> <p><input checked="" type="checkbox"/> The practices discussed at the meetings between DCFS and DMH (with some being currently implemented as part of MAT, such as improved assessments) will ensure that the services our children and families are given are of the quality and magnitude that the department is committed to through its outcomes of safety and permanence. The level of</p>

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		<p>cooperation between DCFS and DMH to address the mental health needs of children in foster care has become enhanced over the last three months, and is based on a high level of commitment by both agencies to improve services to children in foster care.</p> <p>CDSS will consult with Los Angeles to determine any state level barriers to provision of services. Barriers will be identified and referred to the State Interagency Child Welfare Services Team for resolution. (6/03)</p> <ul style="list-style-type: none"> ☑ As state level barriers to the provision of services are identified, they are being referred to the State Interagency Child Welfare Services Team. Also, Los Angeles County submitted a proposal to CDSS indicating interest in securing waivers in various areas where they see barriers. ☑ The Department submitted a Title IV-E Child Welfare Waiver Demonstration Project proposal to the United States Department of Health and Human Services (US DHHS) on May 25, 2004. ☑ The proposal articulates the Department's intent to test a "capped allocation" strategy patterned after the President's "Child Welfare Option" which would block grant Title IV-E funds. If approved, the waiver will allow Title IV-E (foster care) funds, which are restricted to pay for board and care costs, to be used for services and supports, that are currently unallowable, in order to avoid the over reliance on out-of-home care and reunify families more expeditiously. CDSS worked with Los Angeles County, based on their

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>proposal and a request to participate in such a waiver, to refine a model of practice that was included in the waiver request. The proposal will allow Los Angeles County and up to 20 additional counties to participate in a five year demonstration project.</p> <p><input checked="" type="checkbox"/> Update: A conference call was held on August 20, 2004, with DHHS representatives to discuss the new proposal. The DHHS confirmed that they are continuing their review, and they requested detailed cost history from specific counties likely to participate in the waiver. The information is being gathered by CDSS.</p>
CDSS will monitor and provide TA to Los Angeles	06/05	<p>CDSS will track completion of action steps and implementation of successful strategies and report quarterly. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> See previous tasks.</p>
<p>Action Step #4: Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		
<p>Action Step #5: Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p>Status reported in Permanency Outcome 2, Item 14</p>		

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Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #6: Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.) Status reported in Permanency Outcome 2, Item 14		
Action Step #7: End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.) Status reported in Permanency Outcome 2, Item 14		
Program Contacts: Action Steps 1, 2 & 3: Pat Aguiar; Action Steps 4, 5, 6, & 7: Tom Graham		

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Systemic Factor 2, Item 25

<p>Improvement Goal: We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented in targeted communities in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.</p>	<p>June 30, 2005:</p>
<p>Frequency of Measurement: The CDSS will also monitor improvement in case planning practice using quarterly county reports and the C-CFSR qualitative case review process</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: June 2004: Sept. 2004: See tasks below. PQCRs will begin sometime after SIPs are reviewed. Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: The goal will be achieved when the percent of caseload covered by Family to Family has increased to 60 percent and all action steps are complete</p>	<p>Date Improvement Goal Achieved: 7/1/03.</p> <p>As of 3/31/04, the percentage of caseload in counties implementing Family to Family has increased to 85.44%.</p> <p>Date all Action Steps completed:</p>

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Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Action Step 1: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 28; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9</p>
		<p>Action Step #2: The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This will include informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18</p>
		<p>Action Step #3: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that have implemented the Family to Family Initiative. CDSS will track each county's action steps and report progress quarterly. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2B</p>
		<p>Action Step #4: The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) Status reported in Well-Being Outcome 1, Item 18</p>
		<p>Action Step #5: The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will provide more opportunity to address child and family service needs and increase engagement of the child and family in the case plan. Upon enactment, the CDSS will implement statewide (Cross-reference to Well-Being Outcome 1, Items 17, 18 & 20) Status reported in Well-Being Outcome 1, Item 17</p>

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Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Program Contacts - Action steps 1-5: Pat Aguiar		

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Systemic Factor 2, Item 28

<p>Improvement Goal: We will decrease the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit -- from our baseline of 89.5 percent in 2002 by two percentage points to 87.5 percent by 6-30-05.</p>	<p>June 30, 2005:</p>
<p>Frequency of Measurement: Progress will be tracked using CWS/CMS, county quarterly reports, and JRTA information. The county and JRTA reports will document progress toward completion of the action steps. In addition, we will use qualitative information from the Peer Quality Case Review process. By June 30, 2004, we will show a 1.0 percentage point improvement.</p>	<p>C-CFSR Quarterly Data:</p> <p>March 2004: 88.3% (from 3rd quarter 2003 data) June 2004: 88.2% (from 4th quarter 2003 data) Sept 2004: 87.0% (from 1st quarter 2004 data) Dec 2004: March 2005: June 2005:</p>
<p>Determination of Goal Achievement: This goal will be achieved when the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit—decreases from our baseline of 89.5 percent in calendar year 2002 by two percentage points by 6-30-05 and all action steps are complete.</p>	<p>Date Improvement Goal Achieved: 10/7/04</p> <p>Date all Action Steps completed:</p>

Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Action Step 1: The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding TPR and concurrent planning. (Cross-reference to Permanency Outcome 1, Items 7 & 9) Status reported in Permanency Outcome 1, Item 7</p>		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #2: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, CDSS will provide technical assistance to Los Angeles County. The technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs (Cross-reference to Permanency Outcome 1, Items 7, 8, 9 & 10) Status reported in Permanency Outcome 1, Item 7		
Action Step #3: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 7, Item 44). Status reported in Safety Outcome 1, Item 2B		
Action Step #4: CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 7, Item 44.) Status reported in Permanency Outcome 1, Item 9		
Action Step #5: The CDSS will convene a meeting with the 10 largest counties to develop specific action steps to be implemented in each county, based on county performance data and county self-assessments, in the areas of safety, permanence and well-being. High performing counties, where performance data exceeds the State PIP targets, will share promising practices that contribute to their level of performance. High priority counties, where performance data is below State PIP targets, will adopt appropriate promising practices and commit to specific action steps for implementation. CDSS will track each county's action steps and report progress quarterly. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. Cross-reference to Safety Outcome 1, Item 2b, Action Step 7; Item 6 Action Step 1; Item 14 Action Step 1; Item 17 Action Step 1; Item 18 Action Step 2; Item 25 Action Step 3; Item 28 Action Step 5; Item 44 Action Step 1 Status reported in Safety Outcome 1, Item 2b		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #6: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 6		
Action Step #7: The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Items 7 & 10) Status reported in Permanency Outcome 1, Item 7		
Action Step #8: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Safety Outcome 1, Item 2b, Action Step 8; Systemic Factor 7, Item 44) Status reported in Safety Outcome 1, Item 2b, Action Step 8.		
Action Step #9: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide (Permanency Outcome 1, Item 9; Systemic Factor 4, Items 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #10: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 25; Systemic Factor 4, Item 32) Status reported in Permanency Outcome 1, Item 9		

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Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #11: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9		
Action Step #12: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Program Contacts - Action steps 1-12: Pat Aguiar		

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Systemic Factor 3, Item 31

Improvement Goal: California will develop and fully implement its new outcomes based quality assurance system (the C-CFSR system) in January 2004 and complete a review of at least 15 counties by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Implementation will be measured by completion of action steps and the number of county C-CFSRs. Progress will be reported quarterly.	County C-CFSRs completed: March 2004: June 2004: Sept 2004: See tasks reported below. Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when the C-CFSR is implemented and at least 15 counties have completed reviews by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: CHHS and CDSS will develop the C-CFSR system, and CDSS will implement the C-CFSR system. This process is described in more detail in narrative section this PIP, under Item 31, "Measurement Method" section.		
Implement C-CFSR work plan developed in 04/03	06/05	Outcome and Accountability workgroup develops a comprehensive work plan (04/03). <input checked="" type="checkbox"/> Completed. CDSS identified legislative and regulatory changes (05/03). <input checked="" type="checkbox"/> Completed. CDSS convene workgroups to develop tools and instruments for C-CFSR. Workgroups will include CDSS staff, and interested

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>stakeholders from the AB 636 Workgroup. Workgroups will develop the following tools and instruments (06/03-08/03):</p> <ul style="list-style-type: none"> • Implementing ACIN, until regulations are developed • County Self-Assessment • PIP baselines and targets will serve as interim performance standards • Peer Quality Case Reviews • Interviews and Surveys • County SIP • Quarterly Management Reports • Post-SIP Approval and Monitoring Process <p><input checked="" type="checkbox"/> The CDSS released the implementing All County Letter (ACL) to begin the new Outcome and Accountability System. The initial ACL, # 04-05, released February 3, 2004, serves as the beginning of an overall manual, which when complete will include all elements of the system. County Self Assessment instructions and tools are contained in the ACL.</p> <p>CDSS develop an ongoing County review schedule for after the initial review cycle. (CWS and Probation) (06/03).</p> <p><input checked="" type="checkbox"/> A draft plan for rolling out the system into a tri-annual review schedule has been developed. Due to the nature of the new outcomes-based system, specific counties will not be identified for their PQCR until after the county self assessments and SIPs have been reviewed by CDSS. The counties will then be prioritized based upon areas needing improvement with safety factors receiving preference.</p>

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		<p>CDSS and Chief Probation Officers of California (CPOC) develop a proposal for better accessing data for Probation cases (06/03).</p> <ul style="list-style-type: none"> ☑ Completed 9/03. CDSS and CPOC developed a data collection instrument that will be utilized on a monthly basis. ☑ The Department's research staff has reviewed the data collection instrument. The CDSS continues to develop process and procedures for placing instrument on-line and creating a link from Probation to CDSS. ☑ Update: CDSS continues to work toward completion of the data collection instrument to be utilized by county Probation Departments. Consensus between the Chief Probation Officer's Association and CDSS was reached regarding definitions. Instructions to Probation Departments on the new data collection system have been drafted in the form of an ACL, which is anticipated to be released next quarter. Also in process is the scheduling of training for probation officers on the system. This is anticipated to be completed by next quarter. <p>CDSS will identify CDSS staff training needs, identify trainers, develop and conduct CDSS staff training on how to conduct the review (07/03).</p> <ul style="list-style-type: none"> ☑ Completed. Training needs identified and training conducted.
		<p>CDSS will conduct training on data management and analysis (08/03).</p> <ul style="list-style-type: none"> ☑ Completed. CDSS' RADD provided Operations Bureau staff with preliminary data analysis training. The Northern

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		<p>Regional training Academy and CalSWEC developed a training entitled "Using Data to Improve Agency Performance" that was delivered to 105 participants on September 26, 2003 in Davis; October 10, 2003 in Chico; October 31, 2003 in Redding; and on November 14, 2003 in Eureka.</p> <p>CDSS provides information to Counties through All County Letters/All County Informing Notices (08/03).</p> <p><input checked="" type="checkbox"/> Completed. See task # 2 above.</p> <p>CDSS identify CWS/CMS enhancements (08/03).</p> <p><input checked="" type="checkbox"/> Completed. Enhancements have been identified. CDSS has initiated a process to identify the fiscal impact of changes and obtain approvals from state and federal control agencies for their implementation. This will be an on-going and evolving process.</p> <p>CDSS plan County training: sites, (standardized materials, staffing, invitation letters, schedule (09/03).</p> <p><input checked="" type="checkbox"/> Completed. Training on the new Outcomes and Accountability System (AB 636) was offered to all counties. The AB 636 training activities were approached on a regional basis using a variety of delivery methods throughout the state as follows:</p> <p>Northern (RTA)</p> <p><input checked="" type="checkbox"/> The Northern Regional Training Academy provided Solution Focused Training on the Self Assessment Process</p>

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		<p>(AB 636) in eight training locations; Eureka, Redding, Stockton, Chico, Ukiah, Davis, Auburn and Sacramento. There were a total of 172 participants representing 24 northern counties trained.</p> <p>Bay Area (RTA)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Bay Area Training Academy provided two training sessions in March 2004 for counties in their Southern and Northern regions. An individualized half day training session is scheduled for Contra Costa county. Various Child Welfare staff and community partners will also receive the half day training in the future. <p>Central (RTA)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Central Regional Training Academy conducted AB 636 Roundtables in nine counties with 26 attendees participating. Training included the exchange of information and materials through the use of an email tree. Individual county data training is also available to counties upon request. The Central RTA is scheduled to provide solution focused training to two counties and their community partners. <p>Southern (RTA)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Southern RTA held an AB 636 Southern region meeting on March 8, 2004. Training representatives from Riverside, Los Angeles, Orange, San Diego, Imperial and San Bernardino counties participated in the meeting. The

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		<p>gathering of these counties will be a monthly, ongoing activity to address issues and solutions on AB 636 related topics. Ongoing discussion topics will include; utilization of County Self Assessment teams, engaging staff and community partners, data sources, workload, and fairness and equity.</p> <p>CDSS will test and complete tools and instruments (09/03).</p> <ul style="list-style-type: none"> ☑ Completed. In March 2004, the Peer Quality Case Review Process was tested in San Bernardino County. Riverside County has also completed the testing of the PQCR instruments. ☑ Los Angeles County has almost completed the testing of the PQCR instruments in each of its service areas. They have some cases remaining in some programs, such as ICWA, that they are completing. They have completed testing on most DCFS cases, and Los Angeles County Probation staff participated in the case reviews. The County has completed the review of probation cases, and DCFS staff participated in those reviews. ☑ Update: The PQCR subcommittee will reconvene this coming quarter to discuss lessons learned from the pilot reviews and identify any necessary modifications for the instruments. ☑ In September, CDSS staff began working with San Luis Obispo County to begin participation in the PQCR in that county.

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Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will train counties on the C-CFSR	06/05	<p>CDSS will train county supervisors and case workers on: (1) using the C-CFSR Manual (2) conducting the Self-Assessment and SIP, using the tools, (3) conducting the PQCR and using the tool, and (4) conducting the interviews and surveys. CDSS will begin training in regional sites in 9/03. (01/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Supervisors have been trained on the C-CFSR, on using data and on writing their Self Assessment. In March and April 2004, the SIP User's Guide and Template were developed and training was provided by the Regional Training Academies to counties. Training for the drafting of the SIP was provided, also. <input checked="" type="checkbox"/> For the development of their SIPs, 29 counties received technical assistance via CDSS' e-mail through the webpage, and technical assistance was also provided by phone. <input checked="" type="checkbox"/> Update: Training for the PQCR will follow soon. See above tasks. <p>CDSS will continue to train counties through the life of the PIP. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> See above tasks.
CDSS completes 1 ½ years of 1 st C-CFSR 3 year cycle	<p>06/05 Co./Dates</p> <p>1-3: 09/04 4-7: 12/04 8-11: 03/05 12-15: 06/05</p>	<p>CDSS commences the first 3-year cycle (1/04).</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Quarterly Outcome and Accountability County Data Reports were released to CWS agencies in January and in April 2004. Counties drafted their initial self-assessments. All county self-assessments were due by June 2004, and all SIPs were due by September 30, 2004. Due to the nature of the new outcomes-based system, specific

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		<p>counties will not be identified for their PQCR until after the county self assessments have been completed and received by CDSS.</p> <p><input checked="" type="checkbox"/> Update: All counties have submitted their county Self Assessments. The Self Assessments were reviewed to identify performance levels; analysis of performance; strengths and needs of the county; and strategies used or needed to maintain or to improve performance. Additionally, the review of the Self Assessment will be used to identify the outcomes the county will focus on to improve performance via the SIP, as well as identify areas to be explored during the PQCR.</p> <p><input checked="" type="checkbox"/> As of 10/1/04, 55 counties have submitted their System Improvement Plans. The remaining counties have requested extensions, and will be submitting their SIPs the end of October and in November.</p> <p>Counties will conduct their initial self-assessments and SIPs on a flow basis. All county self-assessments will be complete by 06/04, and all SIPs will be complete by September 30 (09/04).</p> <p><input checked="" type="checkbox"/> All counties have submitted their county Self Assessments. As of 10/1/04, 55 counties have submitted their System Improvement Plans. The remaining counties have requested extensions, and will be submitting their SIPs the end of October and in November.</p> <p>CDSS will conduct a PQCR for 15 counties (between 3 and 4 counties</p>

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		<p>each quarter). During the initial review cycle, due to constraints around implementation, approximately 2/3 of counties will have to submit the SIP without having first undergone a PQCR. In these counties, the PQCR will follow later in the first cycle. Counties will be selected to undertake a full review during the initial cycle based on the assessment of measured outcomes provided by the CDSS. (06/05)</p> <p>No report due this quarter.</p> <p>(Note-For ongoing 3 yr review cycles, CDSS will conduct a PQCR in approximately 15-20 counties annually).</p>
Program Contact: Wes Beers		

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Systemic Factor 4, Item 32

Improvement Goal: We will develop a common core curriculum for all new child welfare workers and supervisors that is delivered by all training entities statewide.	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: See tasks reported below Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when a common core curriculum is implemented in every county to train all new child welfare workers and child welfare/probation supervisors	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: CDSS, CalSWEC and the statewide training taskforce will develop a survey to determine how initial and on-going training is provided in the counties. (Cross-reference to Systemic Factor 4, Item 33)		
CDSS in collaboration with Cal SWEC will conduct a baseline training survey of counties.	07/04	CDSS/CalSWEC will develop a survey instrument.(3/04) <input checked="" type="checkbox"/> Completed. CDSS/CalSWEC will survey the 58 counties (6/04). <input checked="" type="checkbox"/> Completed. In order to assess the baseline level of training,

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>CalSWEC surveyed counties.</p> <p>CDSS/CalSWEC will compile findings and issue recommendations to the STEC. (07/04)</p> <p><input checked="" type="checkbox"/> Completed. In order to assess the baseline level of training, CalSWEC surveyed counties. The survey was completed, and the STEC met in May and June to identify decision points and to draft recommendations to present to STEC. CalSWEC completed the preliminary data analysis, and the results were disseminated at the September STEC meeting in the form of an Executive Summary report.</p>
<p>CDSS will identify training concerns and/or disparities and make recommendations for improving training across the State, including the development of a common core curriculum for new workers and supervisors</p>	<p>12/04</p>	<p>CDSS will convene and support a statewide training task force that includes state staff, county staff and training staff. (06/03)</p> <p>Completed 6/03. CDSS, in partnership with the California Social Work Education Center (CalSWEC), convened the Statewide Training and Education Committee (STEC) on June 6, 2003. Membership includes representatives from state, county, educational institutions, the Regional Training Academies, Tribal/Tribal Organizations and agencies involved in the initial and ongoing training of social workers.</p> <p><input checked="" type="checkbox"/> Update: This quarter the STEC Committee convened on July 19, 2004 and September 20, 2004. The committee completed formulation of decision points that will form recommendations for common core training for line workers. A sub-committee, Content Development Oversight Group (CDOG) has established lead organizations and timelines to pilot and implement common core curriculum on the “Big 5” content areas:</p>

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		<p>Human Development, Child Maltreatment Identification, Risk and Safety Assessment, Case Planning/Management, and Placement Permanency. Curriculum is to be completed by June 2005.</p> <p>CDSS, in consultation with the statewide training task force, will identify on-going training data for counties to include in the C-CFSR county self-assessment and develop an outline for counties to report the data. (10/03)</p> <p><input checked="" type="checkbox"/> Completed. Also, in order to better assess the baseline level of training, CalSWEC surveyed counties.</p> <p>CDSS will provide the counties, upon request, by telephone and e-mail, with technical assistance to resolve policy questions related to training data (12/03)</p> <p><input checked="" type="checkbox"/> No technical assistance will be required (by CDSS) because of the baseline survey strategy. Technical assistance for the surveys was provided by CalSWEC.</p> <p>CalSWEC and the RTAs will provide technical assistance to counties regarding the collection and reporting of the data (12/03)</p> <p><input checked="" type="checkbox"/> Completed. Technical assistance for the surveys was provided by CalSWEC.</p> <p>The training task force will analyze the training data submitted by the counties in the C-CFSR, and the recommendations from California's Stakeholders Workforce Preparation and Support Group; and make recommendations to support the development of a standardized training program, including a common core curriculum, for new</p>

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		workers and supervisors (12/04) No report due this quarter.
CDSS will assess effectiveness of training.	12/04	In consultation with CalSWEC, CDSS will develop a common framework for assessing the effectiveness of the training. (12/04) No report due this quarter.
CDSS will monitor state training program.	06/05	CDSS will report quarterly on the completion of these tasks and TA provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05) <input checked="" type="checkbox"/> See tasks above.
Action Step # 2: The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Permanency Outcome 1, Item 9) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28) Status reported in Permanency Outcome 1, Item 9		
Action Step #4: The CDSS will work with the regional training academies to ensure that the common core curriculum for supervisors includes relevant information from the mentoring evaluation.		
CDSS will implement a mentoring component into supervisor training. This training will be mandated statewide once regulations are	06/05	CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives that will be required to be provided to all supervisors (12/03)

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adopted.		<input checked="" type="checkbox"/> Completed. The role of the supervisor as mentor has been included as part of the training on new initiatives. In addition, CDSS is doing an evaluation of two mentoring training components to determine if one of them would be beneficial to include in supervisor training. <input checked="" type="checkbox"/> The mentoring training has been modified to include supervisory training. They are presently conducting Phase 1 of the Mentor Evaluation with the Central Training Region. They have collected qualitative information from mentoring logs describing activities new workers are conducting with the mentors. <input checked="" type="checkbox"/> CalSWEC and the RTAs will utilize the results of the evaluation of the models of mentoring to develop a mentoring component which will be included in the supervisory common core curriculum (12/04) No report due this quarter.
A regulation packet will be submitted to the Office of Regulation Development to initiate the formal public hearing and adoptions process.	06/05	Begin drafting regulatory language and the development of the regulation packet. (12/04) No report due this quarter
CDSS will monitor the implementation of training for supervisors on their role as mentors.	06/05	CDSS will report quarterly on the achievement of these tasks, including the number of supervisors receiving the training. (12/04, 03/05, 06/05) No report due this quarter.
Action Step #5: The CDSS will work with the Resource Center for Family Focused Practice to ensure that priority training will be offered to relevant probation officers on child welfare requirements including concurrent planning, and visitation requirements and the TPR process.		
The existing curriculum for probation officers	12/04	CDSS will facilitate activities between the Center for Family Focused

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will be enhanced and updated.		<p>Practice and the Chief Probation Officers of California (CPOC) to update and enhance the existing curriculum to include concurrent planning and visitation requirements and TPR. (12/04)</p> <ul style="list-style-type: none"> ☑ The Resource Center for Family-Focused Practice (RCFFP) established an advisory committee with CPOC, CDSS, and County CWS to analyze and prioritize the training needs assessment. The RCFFP is developing a distance learning strategy to address Termination of Parental Rights, Concurrent Planning and the Adoptability of Older Youth. ☑ Although no report is due: CDSS continues to facilitate activities between the Center for Family-Focused Practice and the Chief Probation Officers of California (CPOC). Learning objectives have been completed and the curriculum to be completed by the end of December. Training is planned for March-June 2005. <p>Training with the enhanced curriculum will begin (03/05) No report due this quarter</p> <p>Conduct 5 regional trainings with the expanded curriculum (06/05) No report due this quarter</p>
The CDSS will identify quality case practices through the AB 636 Peer Quality Case Review (PQCR) process.	06/05	<p>The CDSS will conduct 10 Probation PQCRs and identify promising practices that can be exchanged with other counties that will improve case practice. (5/05). No report due this quarter</p> <p>The CDSS will make available to probation agencies, via the Chief Probation Officers Association, the promising practices identified by PQCR. (6/05).</p>

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<p>CDSS will monitor the provision of technical assistance to counties to promote the application of quality case practice and development of systems of support to strengthen quality case practice.</p>	<p>06/04</p>	<p>No report due this quarter</p> <p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of consultation to county probation departments from 15 to 30 days (07/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The current contract has been modified to increase the number of days of consultation. <p>The contract with the Center for Family Focused Practice will be modified to increase the number of days of training for probation officers from 10 to 20 days (07/03)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed. The current contract has been modified to increase the number of days of training. <p>Each quarter, at least three counties will receive consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign (06/04)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The Los Angeles County Probation Department received consultation and training to develop family group decision making as a practice to enhance family and community involvement and good case planning. <input checked="" type="checkbox"/> Marin, Napa, San Francisco, and San Mateo counties received consultation to enhance their capacity to engage families, provide services to families, and provide services to youth in IV-E placement. <input checked="" type="checkbox"/> To date, no formal requests for consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign have been received from CPOC.

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CDSS will monitor the provision of training to probation officers.	06/05	<p>Each quarter, 75 probation officers will receive training on child welfare requirements, including concurrent planning, visitation requirements the adoptability of older children and availability of post adoption services and financial assistance, and the TPR process (06/05).</p> <ul style="list-style-type: none"> ☑ In collaboration with the Chief Probation Officers of California Association, the Resource Center for Family-Focused Practice delivered 6 regional trainings during the 2nd quarter of 2004 for probation focused on case plans, Title IV-E eligibility, visitation requirements, and adoption requirements. Over 300 officers from 56 counties received this training. ☑ Update: To date a total of 600 probation officers, supervisors & managers received training this quarter. Topics have included: PIP requirements, child welfare design for the juvenile probation, family engagement/good case planning & visitation requirements for youth/family members, Probation Accountability: Moving from Compliance to Outcomes. The Resource Center for Family Focused Practice is developing training based on the Division 31 training just completed to provide probation officers with a more complete understanding of concurrent planning, the adoptability of older children, availability of post adoption services and financial assistance, and the Termination of Parental Rights process. Additionally, the Resource Center plans to provide information regarding adoption services and financial assistance by Dec. 2004 via website.

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		<p><input checked="" type="checkbox"/> In addition, the Resource Center for Family Focused Practice piloted an Understanding Juvenile Sex Offenders Course in July 2004, which had 26 people enrolled. This was to assist probation officers in case planning for this population. The feedback from this training allowed them to fine tune the training for roll-out in October 2004.</p> <p>The Center for Family Focused Practice will provide data regarding the number of counties receiving consultation and the number of probation officers receiving training each quarter (06/04)</p> <p><input checked="" type="checkbox"/> During the 2nd quarter of 2004, in Family Group Decision Making 37 probation officers were trained; in Division 31, Title IV-E, 311 probation officers and supervisors were trained; and in Probation Accountability: Moving from Compliance to Outcomes, 139 probation supervisors and managers were trained.</p> <p><input checked="" type="checkbox"/> As stated in the previous task above, 600 probation officers, supervisors & managers have received training. The Center for Family Focused Practice did not receive formal requests for consultation from the statewide probation officers' association (CPOC) during this quarter.</p> <p>CDSS will report quarterly on number of probation officers trained. (9/04, 12/04, 3/05, 6/05)</p> <p><input checked="" type="checkbox"/> See above tasks.</p>
Action Step #6: The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural		

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Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) Status reported in Permanency Outcome 1, Item 9</p>		
<p>Program Contact: Pat Aguiar</p>		

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Systemic Factor 4, Item 33

Improvement Goal: We will establish and implement statewide minimum requirements for the ongoing training of existing staff by June 30, 2005	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: See tasks reported below Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be achieved when statewide minimum training requirements for existing staff are in place.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how on-going training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process. (Cross-reference to Systemic Factor 4, Item 32)		
Action Step 2: The CDSS will establish requirements for ongoing, consistent statewide training of existing staff, with a focus on areas needing improvement as identified by the C-CFSR including comprehensive family needs assessments, and assessing the educational and mental health needs of all children, both in-home and out-of-home.		

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Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will implement training requirements upon adoption of regulations; during interim will recommend standards to counties.	12/04	<p>CDSS will finalize requirements for ongoing training, specifying content, number of hours, acceptable methods of training delivery, and county verification and reporting requirements and format (03/04)</p> <p><input checked="" type="checkbox"/> The Statewide Training Education Committee (STEC) has completed edits on the final reports to CDSS/CDWA outlining training standards for line workers and supervisors. They will present the STEC recommendations for ongoing training to CWDA's Children Committee. These documents are also being referred to as the Executive Summary and the Recommendations for both On-going Training Requirements/Common Core Training Requirements.</p>
CDSS will support implementation of recommended training requirements	12/04	<p>CDSS will recommend to counties via ACIN that all child welfare workers must meet the ongoing training requirements (12/04) No report due this quarter</p> <p>CDSS will provide written technical assistance to facilitate implementation of the on-going training requirements (12/04) No report due this quarter</p>
A regulation packet will be submitted to the Office of Regulation Development to initiate the formal public hearing and adoptions process	06/05	<p>Begin drafting regulatory language and the development of the regulation packet. (12/04) No report due this quarter</p>
Monitor the implementation of ongoing training requirements.	06/05	<p>CDSS will report quarterly on the achievement of these tasks and on the number of existing staff receiving the common curricula (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) See above tasks.</p>

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Program Contact: Pat Aguiar		

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Systemic Factor 4, Item 34

Improvement Goal: A standard core curriculum will be developed and used to train caregivers in all counties by June 30, 2005	June 30, 2005:
Frequency of Measurement: Progress will be tracked quarterly	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: See tasks reported below Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: This goal will be met when a standard core curriculum is developed and all caregivers are trained.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will work with the counties, community colleges, and other children's stakeholders to develop learning outcomes/objectives for caregivers/resource families. This process will consider differing needs of different caregiver groups.		
The CDSS will convene a workgroup to identify and assess caregiver/resource family training needs, existing statewide caregiver/resource family training including, training curricula and delivery systems.	09/03	CDSS and the Chancellor's Office will jointly identify members of the statewide caregivers/resource family training workgroup (09/03) Completed 9/03. CDSS and the Chancellor's Office have identified members of the "Resource Family Training Workgroup". <input checked="" type="checkbox"/> The first meeting of the workgroup was held on September 30, 2003, and the group began the process of developing a statewide survey to identify the current curricula being utilized by counties and community colleges to train foster

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>The CDSS, in conjunction with the workgroup, will conduct a comprehensive statewide survey of current caregiver/resource family training programs. The survey will include information from the Chancellor's office of Community Colleges Foster and Kinship Care Education Statewide Advisory Committee, Foster Parent Associations and all counties</p>	<p>12/04</p>	<p>parents and relative caregivers.</p> <p>The workgroup will convene to develop the statewide survey and assessment (09/03) <input checked="" type="checkbox"/> Completed. Workgroup was convened.</p> <p>The workgroup will convene to assess the survey information and begin the process of developing recommendations for learning outcomes/objectives and other training (12/03) <input checked="" type="checkbox"/> Completed.</p> <p>The CDSS will conduct a statewide caregiver/resource family training needs assessment. (03/04) <input checked="" type="checkbox"/> Completed. The workgroup reviewed the survey information and has analyzed it.</p> <p>The CDSS will analyze and make recommendations as to any needed changes to caregiver/resource family training. (12/04) No report due this quarter.</p>
<p>Learning outcomes/objectives will be implemented for caregivers/resource families statewide</p>	<p>06/05</p>	<p>In consultation with the workgroup, CDSS will adopt learning outcomes/objectives that include the caregiver's role in good case planning, and will develop materials and a plan for implementation by the counties and the community colleges (06/04) <input checked="" type="checkbox"/> The learning outcomes/objectives have been completed. CDSS is in the process of consulting with CWDA about piloting the learning outcomes/objectives. A training plan will be developed after the pilot is completed.</p> <p>CDSS will utilize the Chancellor's Office Foster and Kinship Care</p>

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		<p>Education Program (FKCE) and other state and national resources to support implementation of the learning outcomes/objectives (06/04)</p> <p><input checked="" type="checkbox"/> CDSS has been working with the FKCE, and will continue to utilize them and other resources to support implementation of the learning outcomes/objectives.</p> <p>A minimum of three counties/community colleges will field test the learning outcomes/objectives and provide feedback on any needed revisions (12/04)</p> <p>No report due this quarter.</p> <p>By March 2005, CDSS will issue an ACIN providing the Learning outcomes/objectives to counties and recommend that they use to train all new licensed caregivers/resource families, and for orientations/training for relative caregivers. The ACIN will specifically include using the placement agreement with the caregiver (especially relatives) to ensure, as part of good case planning, that the needs of the child in that placement are being addressed, and that appropriate training is provided to the caregiver to meet the needs of that child. This emphasis on good practice will also be incorporated into the core training curriculum (3/05)</p> <p>No report due this quarter</p> <p>CDSS will provide technical assistance to facilitate implementation of the learning outcomes/objectives (3/05)</p> <p>No report due this quarter</p> <p>In consultation with the Chancellor's Office of the California Community Colleges, CDSS will identify the number of relative caregivers participating in training given by community colleges</p>

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		(06/05) No report due this quarter The CDSS will report quarterly on the achievement of these tasks (9/03, 12/03, 3/04, 6/04, 9/04, 12/04, 3/05, 6/05) See above tasks.
The CDSS, in consultation with the participants of the Melding project, will determine if regulations are necessary.	06/05	The CDSS will report on the status of this benchmark (06/05) No report due this quarter
Action Step #2: Ensure that county C-CFSR self-assessment and System Improvement Plans include ongoing assessment of strengths and needs of caregiver groups in their county.		
The CDSS will provide technical assistance to help counties implement their plans	06/05	CDSS will develop instructions for counties regarding inclusion of caregiver needs in C-CFSR self-assessment and SIP processes. (01/04) <input checked="" type="checkbox"/> Completed. As part of the Self Assessment process, counties were given instructions to describe the support services and resources available to caregivers in the county. CDSS will provide T/TA as requested by counties as they develop Self-assessments and SIPs (09/04) <input checked="" type="checkbox"/> Completed. See Item 31 for training and technical assistance provided to counties in the development of their Self Assessments and SIPs.
The CDSS will review and approve county plans after submittal and monitor implementation of the caregiver component	06/05	CDSS will review and approve county C-CFSR SIPs and report quarterly on county implementation of caregiver component (09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> County System Improvement Plans (SIPs) were due on September 30, 2004. As of 10/1/04, 55 counties have submitted their SIPs, and the remaining counties have requested extensions. Those that have been received are

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Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		being reviewed by CDSS staff.
Program Contact: Pat Aguiar		

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Systemic Factor 5, Item 36

Improvement Goal: Of counties where service gaps are identified in the C-CFSR process, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Progress will be tracked through the annually updated SIPs and the county C-CFSR quarterly reporting system.	C-CFSR Quarterly Data: March 2004 June 2004: Sept 2004: See tasks reported below Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS will develop and implement a framework for a differential response system as part of the CWS System Improvement. (Cross-reference to; Safety Outcome 1, Item 2a; Safety Outcome 1, Items 3 & 4; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps (Cross-reference to Systemic Factor 5, Item 37)		

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
All county Self Assessments will be complete by 06/04.	06/04	Counties will identify strengths and/or weaknesses of their service array in each of the Self Assessments. The CDSS will review and approve county Self Assessment plans. (06/04) <input checked="" type="checkbox"/> County self assessments were due to CDSS by June 30, 2004. CDSS has received all 58 county self assessments, and the self assessments have been reviewed. (See Item 31 for more detail.)
All county SIPs will be complete by 09/04.	09/04	CDSS will compile the promising practices deployed in high performing counties as identified in their self-assessments. (07/04) <input checked="" type="checkbox"/> Completed. Promising practices have been identified. CDSS will provide technical assistance to assist high priority counties with the development and implementation of the strategies to address service needs in their SIPs, including the need for increasing specific services. TA will be based on promising practices learned through the Self-Assessments of high performing counties. (07/04-09/04) <input checked="" type="checkbox"/> County self assessments were due to CDSS by June 30, 2004. CDSS has received all 58 county self assessments, and the self assessments have been reviewed. (See Item 31 for more detail.) <input checked="" type="checkbox"/> County System Improvement Plans (SIPs) were due on September 30, 2004. As of 10/1/04, 55 counties have submitted their SIPs, and the remaining counties have requested extensions. Those that have been received are being reviewed by CDSS staff.
CDSS will monitor and document county progress in transferring promising practices	06/05	High priority counties will include in their SIPs, actions to address service gaps for counties, as well as recommendations for the Federal and State governments regarding resource issues. (08/04) <input checked="" type="checkbox"/> County system improvement plans (SIPs) were due on September 30, 2004. As of 10/1/04, 55 counties have

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		<p>submitted their SIPs, and the remaining counties have requested extensions. Those that have been received are being reviewed by CDSS staff.</p> <p>CDSS will know when service gaps are addressed through the annually updated SIP and the quarterly C-CFSR reporting of progress on increased service capacity in accordance with the SIP defined targets. (09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> ☑ As noted above, the initial County system improvement plans (SIPs) were due on September 30, 2004. The next annual SIPs will be due on September 30, 2005. ☑ In addition, the self assessments were reviewed to identify performance levels; analysis of performance; strengths and needs of the county; and strategies used or needed to maintain or to improve performance. The review of the self assessment is also being used to identify the outcomes the county will focus on to improve performance via the SIP, as well as identify areas to be explored during the PQCR. <p>Quarterly reports will also include well-being indicators on health and mental health services, and educational needs included in the C-CFSR Matrix, #5 and 6. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <ul style="list-style-type: none"> ☑ During the quarter, CDSS and county staff began development of methodologies to create the State enhanced outcome measure reports related to well-being, such as the medical and education outcomes required pursuant to AB 636. The task is proceeding

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		<p>as part of the on-going responsibilities of the State/County AB 636 Data Workgroup. Most of the data necessary to produce the State well-being measures is in CWS/CMS. However, some CWS/CMS changes are required to document data elements related to some aspects of the enhanced State measures. Those changes were identified and submitted as part of our PIP related changes to the ACF, Office of State Systems for approval where they are currently under review.</p>
<p>Action Step #3: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 37)</p>		
<p>Training Institutes will be held, and participant evaluations will be conducted of workshops, training tracks and the overall institutes to determine the effectiveness of the training and information exchange.</p>	<p>10/03</p>	<p>Completed. The Family Strengths Training Institute was held October 27-28, 2003 in Sacramento, CA. Over 80 workshops were presented and approximately 750 people attended the institute. In addition to the two day institute, a special Family Violence Response Team Symposium was offered on October 29 for those professionals interested in creating and developing collaborative family violence response teams. The evaluations for the institute were overwhelmingly positive. The attendees appreciated the variety of workshops, the abundant resource material, the opportunity for networking with their peers and the overall organization of the institute.</p>

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Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #4: CHHS will work with CDSS, California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), Department of Health Services (DHS), Department of Developmental Services (DDS), Department of Justice, California Department of Education (CDE) County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. In addition, as part of the C-CFSR county Self-Assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17) Status reported in Safety Outcome 1, Item 2A		
Action Step #5: The CDSS will create a clearinghouse to disseminate information to counties and provide technical assistance (see glossary) to help implement promising and evidence-based practices.		
A Request for Proposal (RFP) for an Evidence-Based Practice Clearinghouse will be issued.	06/03	Completed. The RFP was issued and awarded. The grant was awarded to San Diego Children's Hospital and has been approved by the State.
An Evidence-Based Practice Clearinghouse and Advisory Body will be developed	09/04	A draft of the proposed advisory group has been developed. A meeting in November 2004 will determine advisory group membership. Quarterly meetings will be scheduled; dates will be determined by the advisory group.
Program Contact: Action Steps 1- 5: Pat Aguiar		

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Systemic Factor 5, Item 37

Improvement Goal: Of counties where improvement is needed, as identified in the C-CFSR process, for (1) service array for youth and Native American and African American children, and (2) case plans are generic and lack an individualized approach, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Progress will be tracked using the quarterly C-CFSR reports and completion of action steps	C-CFSR Quarterly Data: March 2004: June 2004: Sept 2004: Service gaps will be identified in county SIPs. See tasks in items listed below. Dec 2004: March 2005: June 2005:
Determination of Goal Achievement: The goal will be achieved when 20% of the counties have addressed at least one identified service gap in individualized case planning by June 30, 2005.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20) Status reported in Safety Outcome 1, Item 2A		

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Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #2: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) Status reported in Permanency Outcome 1, Item 9		
Action Step #3: Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps (Cross-reference to Systemic Factor 5, Item 36) Status reported in Systemic Factor 5, Item 36		
Action Step #4: The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 36) Status reported in Systemic Factor 5, Item 36		
Action Step #5: The CDSS will work with the National Resource Center on Foster Care and Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 9) Status reported in Safety Outcome 1, Item 2b		
Program Contact: Action Step 1: Wes Beers; Action Steps # 2-5: Pat Aguiar		

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Systemic Factor 7, Item 42

Improvement Goal: The State will ensure that all State/County licensing and approving staff are trained on and apply the same licensing/approval standards to all foster family homes.	June 30, 2005:
Frequency of Measurement: CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy	Quarterly Progress: Sept 2003: Dec 2003: March 2004: June 2004: Sept 2004: See tasks reported below. Dec 2004: March 2005: June 2005
Determination of Goal Achievement: County and state staff receive consistent training and all action steps are complete.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step 1: The State has instituted a formal process for relative approvals.		
CDSS developed and implemented the relative approval assessment process	06/03	Developed comprehensive process including formal process to resolve correctable deficiencies, that the home can be approved with a corrective action plan put into place. (06/02) <input checked="" type="checkbox"/> Completed. The CDSS will promulgate new regulations to include relative assessment/approval process. (06/03)

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p><input checked="" type="checkbox"/> Completed. The regulations were approved by the State Office of Administrative Law on July 23, 2003.</p> <p>CDSS issued ACLs and CFLs to provide instructions for the process until regulations are in place. Clients have a formal appeal process to resolve disputes. (08/02, 11/02, 12/02 & 06/03)</p> <p><input checked="" type="checkbox"/> Completed. An ACL was issued 6/03; a CFL regarding deferral was issued 10/14/03.</p>
CDSS will monitor the effectiveness of county compliance with relative assessment criteria through long-term monitoring	06/05	<p>CDSS is monitoring county compliance online with relative approvals and assessments using CWS/CMS. (01/03)</p> <p><input checked="" type="checkbox"/> Monitoring is ongoing, and as of 10/22/04, all 58 counties have been reviewed online. Forty final county reports have been completed and mailed. One final county report is in progress, with thirteen counties in the rebuttal process. Thirty counties have submitted corrective action plans, and eighteen of the plans have been approved thus far.</p> <p>Online review examines a statistically valid sample of all relative placement cases for compliance with Title IV-E regulations, and reviews for appropriate follow up on assessments and corrective action. (01/03)</p> <p><input checked="" type="checkbox"/> Monitoring is ongoing and as of 4/1/04, counties have been reviewed to a statistically valid sample of all children placed in relative and non-related extended family member (NREFM) homes.</p> <p>Any case found to be out of compliance with Title IV-E requirements</p>

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>will be removed from the federal claim. CDSS will address problems that surface during foster family home approvals and report quarterly. (10/02; 12/03; 03/03; 06/03; 09/03; 12/03; 03/04; 06/04; 09/04; 12/04; 03/05; 06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> All County Fiscal Letter 03/04-20 provided claim adjustment instructions to counties pertaining to case review findings associated with the relative placements/NREFM monitoring process. <input checked="" type="checkbox"/> Counties continue to be identified by CDSS policy staff through examination of the monitoring review results both before and after any rebuttal submissions by counties. Through this means, staff provided technical assistance based on specific findings. (See tasks below).
Action Step #4: CDSS institutes a formal process to train all state and county foster care licensing/approval staff on applying the same licensing/approval standards.		
Training will be provided to all existing state and county foster care licensing/approval staff on the new licensing/approval standards for foster family homes	06/05	<p>CDSS' Community Care Licensing completed 12 training sessions on licensing foster homes to train over 300 state and county licensing staff. (08/02)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed 8/02. <p>The CDSS contracted with subject matter experts to provide technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation, including training counties statewide related to initial assessment/approval and annual re-assessment of relative caregiver homes beginning 6/03. (06/05)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed 6/03. See task below for update.
Training will be provided to all newly hired	06/05	CDSS conducted 31 statewide training sessions for county staff

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
state and county foster care licensing staff on the licensing/approval standards for foster family homes.		<p>related to the initial assessment/approval and annual reassessment of relative caregiver homes. Up to six more sessions will be offered as needed and ongoing training will be incorporated into staff training. (06/05)</p> <ul style="list-style-type: none"> ☑ CDSS contracted with subject matter experts to provide technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation. This contract came to an end last quarter, and this quarterly technical assistance has continued with daily telephone inquiries and responses to counties. ☑ Work has begun this quarter on the development of ASFA training to be incorporated into the Training Academies curriculum. In addition, through the cooperative efforts of Community Care Licensing, statewide training sessions have begun started this quarter on the exemption process for licensing and relative approval workers. ☑ The statewide training sessions this quarter for the Criminal Record Exemption Training were held on September 1, September 8, September 14, September 22 and September 28. Statewide training sessions were also held this quarter on September 2, September 15, September 23 and September 29 for the Statement of Facts and Evidence Training. <p>CDSS will conduct at least three licensing staff training academies annually to train new staff. (09/03, 09/04)</p> <ul style="list-style-type: none"> ☑ See above training. In addition, new licensing staff has

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Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		been hired in recent months; therefore, academies will be scheduled for the new staff.
Program Contact: Action Steps 1 & 2: Pat Aguiar		

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Systemic Factor 7, Item 44

Improvement Goal: Each county will implement a state-approved recruitment plan that reflects the racial and ethnic diversity of children in care by June 30, 2005.	June 30, 2005:
Frequency of Measurement: Measurements of progress will be reported through the annually updated recruitment plans as part of the SIPs	
Determination of Goal Achievement: The goal will be achieved when each county has implemented a State approved recruitment plan that reflects the racial and ethnic diversity of children in care.	Date Improvement Goal Achieved: Date all Action Steps completed:

Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Action Step #1: The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28) Status reported in Safety Outcome 1, Item 2a		
Action Step #2: The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28) Status reported in Safety Outcome 1, Item 2b		
Action Step #3: The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross reference to Safety Outcome 1, Item 2b, Action Step 8)		

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Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will issue an ACIN	01/04	CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04) <input checked="" type="checkbox"/> Completed. CDSS developed and released All County Information Notice number 1-02-04, dated December 30, 2003.
CDSS will work with the NRC to develop a plan to implement their report recommendations	01/05	CDSS will begin follow-up on report recommendations by coordinating with LA County on report recommendations. (01/05) <input checked="" type="checkbox"/> In June 2004, information regarding race/ethnic information on foster parents by county was given to the NRC, which is currently providing technical assistance to the state.
Action Step #4: To the extent permissible with the Multiethnic Placement Act and other state and federal statute, we will begin collecting race/ethnic information on foster and adoptive parents.		
Develop capacity to collect data	12/03	CDSS will coordinate with UC Berkeley, CDSS' Research and Development Division (RADD) and C-CFSR staff to collect data in a useable format on all caregivers and children. (12/03) <input checked="" type="checkbox"/> Capacity to collect data has been developed.
Collect race/ethnic information on foster and adoptive parents.	06/05	Information will be collected quarterly by county and tracked at State and county level to ensure counties are aware of unmet needs in terms of caregivers. (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> CDSS will share available data at the CWDA regional meeting beginning in the next quarter.

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Systemic Factor 7, Item 44 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Use data to assess the effectiveness of recruitment efforts, such as comparing the race/ethnicity of foster/adoptive families with the children in care within each county	09/04	Information will be provided to counties as a part of the baseline data used to prepare their C-CFSR Self-Assessment and SIPs beginning 12/03. (09/04) <input checked="" type="checkbox"/> County self assessments and self improvement plans have been prepared and submitted, and are currently being reviewed for recruitment information.
CDSS will monitor the counties' progress toward recruiting caregivers that reflect the racial and ethnic diversity of children in care	06/05	CDSS will track the recruitment plans in county SIP's. Data will be used to track progress quarterly. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> County self assessments were due by June 30, 2004, and have been reviewed. County SIPs were due September 30, 2004, and are in the process of being reviewed by CDSS staff.
Action Step #5: As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 6		
CDSS will review the C-CFSR self assessments for recruitment strategy	12/04	No report due this quarter
Action Step #6: The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37) Status reported in Permanency Outcome 1, Item 9		
Action Step #7: CDSS will issue a ACIN to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs. (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 4, Item 28.) Status reported in Permanency Outcome 1, Item 9		

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Program Contact: Action Steps 1- 7: Pat Aguiar		